A4950-6LL

1986 - 1987 MANAGEMENT COMPENSATION STUDY FOR WHOLESALERS AND LARGE RETAILERS

Prepared for
FOOD MARKETING INSTITUTE
by
Sibson & Company, Inc.
Princeton, New Jersey

Published by:

The Research Division
Food Marketing Institute
1750 K Street, N.W.
Washington, DC 20006

PRICE: $250 Members
$500 Non-Members

(Participants receive one free copy)

Copyrighted ©1987 by:
Food Marketing Institute

All rights reserved.
Reproduction or excerpting of this material is expressly forbidden without permission of the publisher.

Printed in U.S.A.

Food Marketing Institute

1986 - 1987 MANAGEMENT COMPENSATION STUDY FOR WHOLESALERS AND LARGE RETAILERS

TABLE OF CONTENTS

		PAGE(S)
	INTRODUCTION	1
	INDEX OF SURVEY POSITIONS	2 - 6
	EXECUTIVE SUMMARY	8 - 17
PART I:	PARTICIPANT PROFILE List of Participating Companies	18 - 23
PART II:	COMPENSATION PROGRAM INFORMATION Salary Planning Information Annual Management Incentive Plans Long-Term Incentive Plans Benefits and Perquisites Health Care Cost Containment Company Cars	24 - 55
PART III:	PERCENT CHANGE IN COMPENSATION -- MARCH 31, 1986 TO MARCH 31, 1987	56 - 58
PART IV:	PAY LEVELS FOR SURVEY POSITIONS Analytical Approach National Analysis Regional Analysis	60 - 490
APPENDIX:	SURVEY POSITION DESCRIPTIONS	492 - 504

INTRODUCTION

The 1986-1987 Management Compensation Study provides data on compensation levels for 57 representative line and staff positions in top management, merchandising, and store operations. The study includes a summary of policies and practices relative to salary administration, management incentive/bonus plans, long-term incentive plans, and benefits. Eighty-five companies participated in this year's survey.

The compensation data gathered in the Study is readily accessible through data processing resources to participating companies if further analysis of the data is desired. Custom designed reports and analyses can be provided upon request. All such requests, or questions about this year's survey, should be directed to:

Steven H. Chasin, Ph.D.
Research Manager
Food Marketing Institute
Suite 700
1750 K Street, N.W.
Washington DC 20006

(202) 452-8444

INDEX OF SURVEY POSITIONS

Survey Position Number and Title — **Page(s)**

NATIONAL ANALYSIS

SENIOR EXECUTIVE POSITIONS

1 Chief Executive Officer 72 - 76
2 Chief Operating Officer 77 - 80
3 Chief Financial Officer 81 - 86
4 Top Operating Company Executive 87 - 90
5 Top Legal Executive 91 - 94

STAFF POSITIONS – CORPORATE/OPERATING COMPANY

6 Controller 95 - 100
7 Top Audit Executive 101 - 104
8 Top Data Processing Executive 106 - 112
9 Top Personnel Executive (With Labor Relations) 113 - 116
10 Top Personnel Executive (Without Labor Relations) 117 - 120
11 Top Labor Relations Executive 121 - 124
12 Top Training & Management Development Executive 125 - 128
13 Top Distribution Executive 129 - 134
14 Top Construction & Maintenance Executive (With Real Estate) 135 - 138
15 Top Construction & Maintenance Executive (Without Real Estate) 139 - 146
16 Top Real Estate Executive 147 - 154
17 Top Security/Loss Prevention Executive 155 - 160
18 Top Sanitation Executive 161 - 162

MERCHANDISING POSITIONS – CORPORATE/OPERATING COMPANY

19 Top Merchandising & Procurement Executive 163 - 168
20 Top Advertising Executive 169 - 174
21 Top Grocery Operations Executive 175 - 178
22 Top Meat Operations Executive 179 - 184
23 Top Produce Operations Executive 185 - 190
24 Top General Merchandise/Nonfood Operations Executive 191 - 194

Survey Position Number and Title **Page(s)**

Merchandising Positions - Corporate/Operating Company (Continued)

25 Grocery Merchandiser 195 - 200
26 Meat Merchandiser 201 - 206
27 Produce Merchandiser 207 - 210
28 Frozen Food Merchandiser 211 - 212
29 Dairy Merchandiser 213 - 216
30 Nonfood Merchandiser 217 - 220
31 Deli Merchandiser 221 - 224
32 Bakery Merchandiser 225 - 228
33 Grocery Buyer 229 - 232
34 Meat Buyer 233 - 236
35 Produce Buyer 237 - 240
36 Frozen Food Buyer 241 - 244
37 Dairy Buyer 245 - 248
38 Nonfood Buyer 249 - 252
39 Deli Buyer 253 - 256
40 Bakery Buyer 257 - 258

STORE OPERATIONS POSITIONS

41 Top Store Operations Executive 259 - 262
42 Top Store Maintenance Executive 263 - 266
43 Division General Manager 267 - 270
44 Scanning Coordinator 271 - 274
45 District Manager 276 - 276
46 Store Manager 277 - 278
47 Assistant/Co-Store Manager 279 - 280
48 Meat Department Manager 281 - 282
Meat Department Manager - Union 283 - 288
Meat Department Manager - Nonunion 289 - 296

WAREHOUSE POSITIONS

49 Warehouse Manager (With Transportation) 297 - 304
50 Warehouse Manager (Without Transportation) 305 - 314

Survey Position Number and Title		Page(s)

DRUG/PHARMACY POSITIONS

51	Top Drug Executive	315 - 322
52	Top Drug Merchandising Executive	323 - 324
53	Pharmacy Manager	325 - 328
54	Pharmacist	329 - 332

CONSUMER AFFAIRS POSITIONS

55	Top Consumer Affairs Executive	333 - 334
56	Director, Consumer Affairs	335 - 336
57	Consumer Affairs Representative/Home Economist	337 - 338

GEOGRAPHIC ANALYSIS - REGIONAL

Region 1 - Northeast

25	Grocery Merchandiser	342
26	Meat Merchandiser	343
27	Produce Merchandiser	344
29	Dairy Merchandiser	345
30	Nonfood Merchandiser	346
31	Deli Merchandiser	347
32	Bakery Merchandiser	348
33	Grocery Buyer	349
34	Meat Buyer	350
35	Produce Buyer	351
36	Frozen Foods Buyer	352
37	Dairy Buyer	353
38	Nonfood Buyer	354
39	Deli Buyer	356
43	Division General Manager	357 - 358
45	District Manager	359 - 362
46	Store Manager	363 - 368
47	Assistant/Co-Store Manager	369 - 374
48	Meat Department Manager	375 - 378
53	Pharmacy Manager	379
54	Pharmacist	380

Survey Position Number and Title		Page(s)

Region 2 – Northeast Central

25	Grocery Merchandiser	382
26	Meat Merchandiser	383
27	Produce Merchandiser	384
29	Dairy Merchandiser	385
30	Nonfood Merchandiser	386
31	Deli Merchandiser	387
32	Bakery Merchandiser	388
33	Grocery Buyer	389 - 390
34	Meat Buyer	391
35	Produce Buyer	392
36	Frozen Foods Buyer	393
37	Dairy Buyer	394
38	Nonfood Buyer	396
45	District Manager	397 - 398
46	Store Manager	399 - 404
47	Assistant/Co-Store Manager	405 - 408
48	Meat Department Manager	410 - 412
53	Pharmacy Manager	413
54	Pharmacist	414

Region 3 – West Central

25	Grocery Merchandiser	416
26	Meat Merchandiser	417
27	Produce Merchandiser	418
29	Dairy Merchandiser	419
30	Nonfood Merchandiser	420
31	Deli Merchandiser	421
32	Bakery Merchandiser	422
33	Grocery Buyer	423
34	Meat Buyer	424
35	Produce Buyer	425
36	Frozen Foods Buyer	426
38	Nonfood Buyer	427
43	Division General Manager	428
45	District Manager	430
46	Store Manager	431 - 436
47	Assistant/Co-Store Manager	437 - 440
48	Meat Department Manager	441 - 444
53	Pharmacy Manager	445
54	Pharmacist	446

Survey Position Number and Title		Page(s)

Region 4 - Southeast

25	Grocery Merchandiser	448
26	Meat Merchandiser	449
27	Produce Merchandiser	450
31	Deli Merchandiser	451
33	Grocery Buyer	452
34	Meat Buyer	453
35	Produce Buyer	454
36	Frozen Foods Buyer	455
37	Dairy Buyer	456
38	Nonfood Buyer	457
43	Division General Manager	458
45	District Manager	459 - 462
46	Store Manager	463 - 466
47	Assistant/Co-Store Manager	467 - 468
48	Meat Department Manager	469 - 470

Region 5 - Pacific

25	Grocery Merchandiser	472
26	Meat Merchandiser	473
27	Produce Merchandiser	474
31	Deli Merchandiser	475
32	Bakery Merchandiser	476
33	Grocery Buyer	477
35	Produce Buyer	478
36	Frozen Foods Buyer	479
38	Nonfood Buyer	480
39	Deli Buyer	481
45	District Manager	482
46	Store Manager	483 - 484
47	Assistant/Co-Store Manager	486
48	Meat Department Manager	488
53	Pharmacy Manager	489
54	Pharmacist	490

EXECUTIVE SUMMARY

The 1986-1987 Management Compensation Study for Wholesalers and Large Retailers provides data on compensation levels for 57 representative line and staff positions in top management, merchandising, and store operations. The Study includes a summary of policies and practices relative to salary administration, incentive plans, long-term incentive plans, and benefits. This executive summary section includes highlights from the survey report and, to provide a broader frame of reference, provides comparisons where possible to practices of general industrial and service companies. The source for general industry data is Sibson & Company's Annual Management Compensation Survey which contains data on 245 durable and nondurable manufacturing and nonfinancial services companies.

Participation: Eighty-five companies participated in this year's survey. The participants are representative of small, medium, and large companies in the food retail/wholesale industry.

PARTICIPATING COMPANIES BY SIZE

$SALES	NUMBER OF COMPANIES	PERCENT OF TOTAL
Less than $250 MIllion	26	31%
$250 - 499 Million	19	22
$500 - 999 Million	15	18
$1 Billion and Above	25	29
	85	**100%**

Some highlights are:

Salary Planning: Participants provided estimates of salary range revisions and merit increase budgets. Approximately 70 percent of the companies have increased (or will increase) salary ranges in 1987. Sixty-five percent plan to increase ranges in 1988.

ESTIMATED SALARY RANGE ADJUSTMENTS

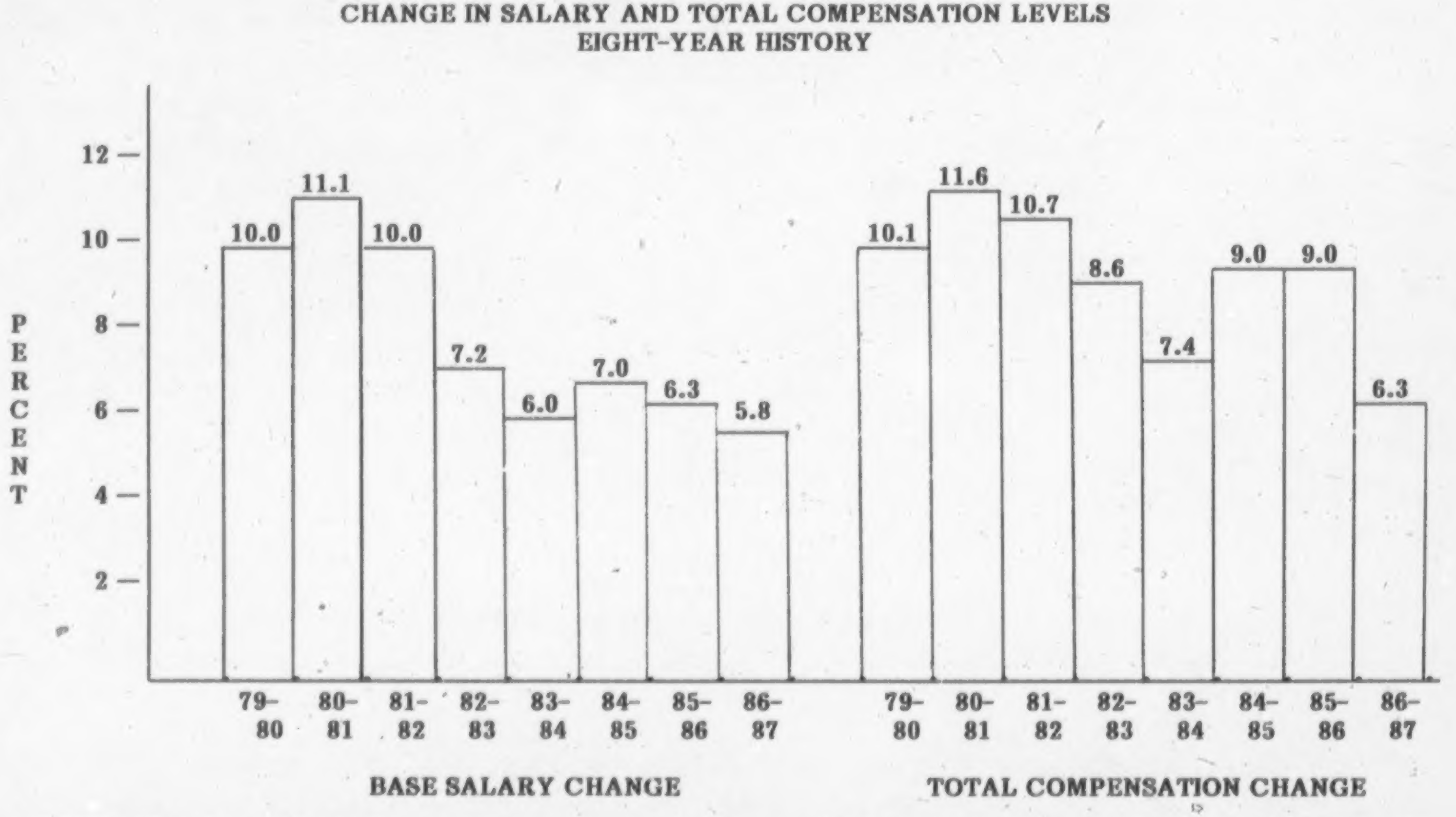
EMPLOYEE CATEGORY	1987	1988
Nonexempt	4.0%	4.5%
Exempt	4.7	4.8

Approximately 65 percent of the participants reported merit increase budget amounts for 1987; only 39 percent reported 1988 plans. Overall, merit increase budgets are estimated to be 4.7 percent for 1987 and 4.8 percent for 1988.

ESTIMATED AVERAGE MERIT INCREASE BUDGETS

EMPLOYEE CATEGORY	1987	1988
Nonexempt	4.5%	4.7%
Exempt	4.5	4.7
Officer/Executive	5.1	5.5
ALL EMPLOYEE GROUPS COMBINED	**4.7%**	**4.8%**

Percent Change in Compensation: The average change in base salaries for positions analyzed in this study during the period March 31, 1986 - March 31, 1987 is 5.8 percent. Total compensation changes average 6.3 percent. These figures are based on a compilation of the changes reported by survey participants for each survey position. (That is, the March 31, 1987 salary compared to the March 31, 1986 salary for the same position whether or not the position is filled by the same incumbent.) The following chart shows an eight-year history based on data gathered through this Study beginning with the 1979-1980 edition.



NOTE: This data reflects the percentage changes in salary and total compensation levels as reported by participants. It includes survey positions which increased, decreased, and did not change. Salary levels include all positions; total compensation levels include bonus-eligible positions only.

Annual Management Incentive Plans: Eighty-four percent of the companies provide an incentive plan. Most of these companies offer an incentive plan to senior management and extend it to regional/district management, merchandisers and buyers, and to store management.

Target awards (that is, awards a plan is designed to pay if performance goals of both the individual and organization are met) range between 7-30 percent of salary depending on management level and the size of company.

TYPICAL TARGET BONUS AWARDS
(As a Percent of Salary)

	COMPANIES UNDER $500MM IN SALES	COMPANIES OVER $500MM IN SALES
Senior Management	20%	30%
Regional/District Management	13	18
Merchandisers & Buyers	13	15
Store Managers	11	11
Other Store Management	7	10

The overall prevalence of incentive plans (84 percent of companies) is slightly lower than the prevalence of the plans among general industry companies. Ninety-two percent of general industry companies have some form of management incentive compensation plan.

Increased Use of Variable Compensation: Thirty-nine percent of the participants (31 companies) have increased or are planning to increase their use of variable compensation. Methods used are extending bonus eligibility lower in the organization (17 companies); awarding special one-time bonuses (15 companies); and increasing the size of target bonus awards (13 companies).

Long-term Incentive Plans: Twenty-six percent of the participants provide a long-term incentive plan to their executives. Most often, these are stock option programs. The prevalence of long-term incentives is significantly higher in general industry where approximately two-thirds of the companies have such plans.

Health Care Cost Containment: All of the companies provide health insurance to their employees, but many companies are continuing their efforts to control and reduce costs. Thirty percent of the participants report that they have increased the deductibles, increased the employees' share of the premiums, and/or reduced the benefits. Many companies are actively encouraging employees to control costs by using outpatient facilities and by seeking second opinions prior to surgery. Some companies even offer employees a percentage of amounts saved through employee audits of medical bills for accuracy.

Company Cars: Ninety-three percent of the companies provide company cars to senior management. The prevalence decreases at lower levels of management. Sixty-eight percent of general industry companies provide cars to executives and other managers.

PREVALENCE OF COMPANY CARS
BY MANAGEMENT LEVEL

LEVEL	PERCENT OF COMPANIES
Senior Management	93%
Regional/District Management	72
Merchandisers & Buyers	45
Store Managers	3
Other Store Management	3

Typically, executives are given a full-size luxury car. Below the executive level, the company car is typically a mid-size standard model. Eighty-nine percent of the companies which provide cars permit personal use of company cars. Typically, companies credit additional income to employees using the Annual Lease Value Table. Some companies charge a flat weekly/monthly rate or a mileage charge for personal use.

Other Benefits: The following chart shows the prevalence of various benefits for each management group.

PREVALENCE OF BENEFITS AND PERQUISITES

	Senior Mgmt.	Reg./Dist. Mgmt.	Merch. & Buyers	Store Mgr.	Other Store Mgmt.
Qualified Pension Plan	68%	61%	65%	60%	56%
Supplemental Retirement Plan	18	3	4	4	4
Total Medical Expenses	23	1	1	1	1
Supplemental Long-Term Disability	44	34	38	33	24
Company-Paid Annual Physicals	59	24	18	15	6
Country Club Membership Dues	25	-	-	-	-
Luncheon/Dinner Club Dues	19	4	5	5	-
Financial Counseling Services	25	3	1	1	1
Legal Counseling Services	10	4	1	1	1
First-Class Air Travel	11	-	-	-	-
Low or No Interest Company Loans	14	6	6	6	4
Executive Dining Room	5	-	-	-	-

Compensation Levels: The 1986-1987 Study includes compensation data on 57 positions which are representative of corporate, operations, and store management. In general, compensation levels for management positions are related to a measure of position responsibility. For example, executives in a company with $1 Billion in sales are typically paid significantly more than executives in a $200 Million company. The survey report contains detailed exhibits showing compensation levels for each position in both tabular and graphic form (showing the relationship of compensation to revenue size of the company or other scope measure). The following charts show pay levels for selected positions at three representative company sizes. Company sales is a primary measure of scope for these positions. The survey contains many additional positions for which specific measures such as meat sales, weekly store sales, etc. are appropriate measures.

	BASE SALARY LEVELS *(IN $THOUSANDS) IN COMPANIES WITH SALES OF		
POSITION	**$200MM**	**$500MM**	**$1B**
Chief Executive Officer	$128.0	$181.0	$236.0
Chief Financial Officer	70.0	91.0	111.0
Top Store Operations Executive	67.0	78.0	88.0
Top Merchandising & Procurement Executive	66.0	78.0	88.0
Top Personnel Executive (with Labor Relations)	51.0	67.0	82.0
Top Distribution Executive	47.0	61.0	74.0
Top Data Processing Executive	47.0	59.0	70.0
Top Personnel Executive (without Labor Relations)	45.0	55.0	64.0
Controller	45.0	55.0	63.0
Top Advertising Executive	40.0	47.0	54.0
Warehouse Manager (with Transportation)	44.0	48.0	52.0

---

* Base salary levels are based on trend line analyses of bonus-paying companies. Data is effective March 31, 1987.

POSITION	TOTAL COMPENSATION *(IN $THOUSANDS) IN COMPANIES WITH SALES OF $200MM	$500MM	$1B
Chief Executive Officer	$151.0	$225.0	$304.0
Chief Financial Officer	83.0	110.0	136.0
Top Store Operations Executive	78.0	94.0	108.0
Top Merchandising & Procurement Executive	75.0	93.0	109.0
Top Personnel Executive (with Labor Relations)	56.0	75.0	93.0
Top Distribution Executive	51.0	70.0	89.0
Top Data Processing Executive	50.0	66.0	81.0
Top Personnel Executive (without Labor Relations)	50.0	63.0	74.0
Controller	49.0	62.0	74.0
Top Advertising Executive	43.0	53.0	62.0
Warehouse Manager (with Transportation)	47.0	52.0	56.0

---

* Total compensation levels are based on trend line analyses of bonus-paying companies. Data is effective March 31, 1987.

Relationships between salary levels for selected positions and that of Chief Executive Officers are shown below for three representative size categories.

	PERCENT OF CEO SALARY IN COMPANIES WITH SALES OF		
POSITION	$200MM	$500MM	$1B
Chief Executive Officer	100%	100%	100%
Chief Financial Officer	55	50	47
Top Store Operations Executive	52	43	37
Top Merchandising & Procurement Executive	51	43	37
Top Personnel Executive (with Labor Relations)	40	37	35
Top Distribution Executive	37	34	31
Top Data Processing Executive	37	33	30
Top Personnel Executive (without Labor Relations)	35	30	27
Controller	35	30	27
Top Advertising Executive	31	26	23
Warehouse Manager (with Transportation)	34	27	22

---

* Base salary levels are based on trend line analyses of bonus-paying companies. Data is effective March 31, 1987.

Though several of the top management positions are similar to positions which exist in other industries, the difficulty in comparing compensation levels in the food retail/wholesale industry with those in other industries is establishing comparability in terms of company size or other measure of the scope of an executive's responsibility. The food retail/wholesale industry is unique and differs from general industrial and other services firms in many significant respects including profit margins, absolute levels of revenues, etc. We would not anticipate a dollar-for-dollar comparison between these industry segments.

The following data is presented simply to provide a framework for comparison with the broader general industry community. In general, compensation levels for executives in food retail/wholesale companies with sales of $1 Billion are similar to those of general industry top executives in companies with $200 Million in sales.

TOP MANAGEMENT COMPENSATION COMPARISON

(Compensation in $Thousands)

	FOOD RETAIL/WHOLESALE WITH $1 BILLION IN SALES		GENERAL INDUSTRY * WITH $200 MILLION IN SALES	
	Base Salary	Total Comp.	Base Salary	Total Comp.
Chief Executive Officer	$236.0	$304.0	$242.0	$309.0
Chief Financial Officer	111.0	136.0	119.0	145.0
Top Personnel Executive (with Labor Relations)	82.0	93.0	80.0	91.0
Top Data Processing Executive	70.0	81.0	68.0	76.0

---

* SOURCE: Sibson & Company's 1986 Management Compensation Survey data updated to March 31, 1987.

PART I: PARTICIPANT PROFILE

Eighty-five companies participated in the 1986 - 1987 Management Compensation Survey for Wholesalers and Large Retailers. These participants comprise a representative sample of small, medium and large organizations in all geographic regions. A profile of participants is shown below; a participant list is shown on pages 20 to 23.

PARTICIPATING COMPANIES BY SIZE

$ SALES	NO. OF COMPANIES	% OF TOTAL
Less than $250 Million	26	31%
$250 - 499 Million	19	22
$500 - 999 Million	15	18
$1 Billion and Above	25	29
	85	100%

PARTICIPATING COMPANIES BY NUMBER OF EMPLOYEES

NUMBER OF EMPLOYEES	NO. OF COMPANIES	% OF TOTAL
Less than 500	20	24%
500 - 999	15	18
1,000 - 2,499	21	25
2,500 - 4,999	14	16
5,000 and Above	15	18
	85	100%

PARTICIPATING COMPANIES BY GEOGRAPHIC REGION

Region		Number of Companies	% of Total
Region 1 - Northeast	Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	26	31%
Region 2 - Northeast Central	Illinois, Indiana, Michigan, Ohio, Wisconsin	22	26
Region 3 - West Central	Arizona, Arkansas, Colorado, Idaho, Iowa, Kansas, Louisiana, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Utah, Wyoming	20	24
Region 4 - Southeast	Alabama, Delaware, District of Columbia, Florida, Georgia, Kentucky, Maryland, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, Virginia, West Virginia	10	12
Region 5 - Pacific	Alaska, California, Hawaii, Oregon, Washington	7	8
		85	100%

Food Marketing Institute

LIST OF PARTICIPANTS

Abco Markets Inc.
Richard Jennings
602-264-8197

Albertson's, Inc.
Steven D. Young
208-385-6358

Allied Companies, Inc.
Lowell A. Peters
317-634-3663

Associated Wholesale Grocers
Joe Fagan

Bashas' Markets, Inc.
Charlene Clem

Bel Air Markets
John K. Combs
916-929-6342

Be-Lo Markets Inc.
Dan Lazar
804-855-1021

Big Bear Stores Company
M.J. Knilans
614-464-6516

Big V Supermarkets, Inc.
James Krbec
914-651-4411

BI-LO, Inc.
Anthony J. Schiano
803-234-1600

Borman's, Inc.
J.R. Smith
313-270-1280

Bozzuto's Inc.

Buehler Food Markets, Inc.
Rick Lowe
216-264-4355

C&S Wholesale Grocers, Inc.
Mitch Davis
802-257-4371

Certified Grocers of CA, Ltd.
Donald G. Grose
213-726-2601

City Market, Inc.
Dianna Sheldon
303-244-1047

Consumers Markets Inc.

Copps Corporation
Walt Geis
715-344-5900

D'Agostino Supermarkets Inc.
Frank M. Argento
914-576-1820

Davidson Brothers, Inc.
William Davidson
201-247-5300

Dillon Companies, Inc.
Harold D. Ryan
316-663-6801

Dominick's Finer Foods, Inc.
Mel McCall
312-562-1000

Erickson's Diversified Corporation
David S. Hacker
715-386-9315

First National Supermarkets, Inc.
Sharon Jacobs
203-627-2094

Fisher Foods Inc.
James Crytzer
216-292-7000

Fleming Companies, Inc.

Foodarama Supermarkets Inc.
John J. McAteer
201-462-4700

Food Lion Inc.
Eugene R. McKinley
704-633-8250

Frankford Division, Fleming Companies, Inc.
Robert M. Slivinski
215-831-7848

Furr's, Inc.
Robert C. Hurmence
806-766-8212

Genuardi Super Markets, Inc.
James J. McCrudden
215-277-6042

Giant Food Inc.

Giant Food Stores, Inc.

Golub Corporation
Curtis Hopkins

Gran Central Markets
Phil Molstre
203-324-6194

The Grand Union Company
Mary Pokart
201-794-2250

John C. Groub Co., Inc.
James T. McCoy
812-522-1374

Haggen, Inc.
Marilyn Phillips
206-733-8720

Hannaford Brothers Co.
Ruth Gill

Harris-Teeter Super Markets Inc.
C. Lavette Teeter, Sr.
704-567-3224

Hughes Markets, Inc.

Iandoli's Super Markets Inc.
Randolph Swillo

K-VA-T Food Stores Inc.
R. Franklin David
703-935-4587

Kings Super Markets, Inc.
Brian D. Wittlin
201-575-3320

The Kroger Co.
Robert A. McLeod
513-762-4998

Alfred M. Lewis, Inc.
H.R. Huber
714-684-0170

Lloyd's Shopping Centers, Inc.
Decatur Rabiet
914-342-3905

"M" System Food Stores, Inc.
Baugh Lewis
915-655-4131

Makro Inc.
Peter Nadherny
513-621-1100

Malone & Hyde Food Co's, Inc.
David C. Busch

Marsh Supermarkets, Inc.
David M. Redden
317-759-6400

Martin's Super Markets, Inc.
Robert E. Bartels
219-234-5848

Minyard Food Stores, Inc.
John P. Bennett

T.J. Morris Company
Edwin E. Akins
912-681-4580

Nash Finch Company
Janan Minge
612-929-0371

Overland Thrift Markets
Michael J. Woltering
314-426-2562

P&C Food Markets, Inc.
C. Kenneth Carlson

Pay Less Super Markets, Inc.
Paul Nicholson

Piggly Wiggly Interstate, Inc.
T. Gerald Bowen
501-623-5353

Purity Supreme Supermarkets
Robert O'Maley
617-663-0750

Quillin's Inc.
Phil Quillin
608-785-1424

Ralphs Grocery Company
Gene A. Brown
213-605-4648

The Red Food Stores, Inc.
James W. Cox
615-892-8029

Richfood Inc.
Laurie Bourne
804-746-6107

Riverside Markets - Penn
Traffic Company
Raymond J. Heath
814-371-5700

Roundy's, Inc.
Barbara J. Martin
414-453-8200

Peter J. Schmitt Co., Inc.
Diana Borchert
716-821-1370

Schnuck Markets, Inc.
Tom L. Hoskison
314-344-9650

Scolari's Warehouse Markets, Inc.
Kelly Olds
702-331-7700

Scrivner Inc.
John D. Isenegger
405-670-4571

Seaway Food Town, Inc.
Waldo E. Yeager
419-893-9401

Shaw's Supermarkets, Inc.
James G. Scott
603-772-8886

Shop N Sav, Inc.
Mike Cass
214-264-4831

Smitty's Super Valu, Inc.
William N. Dahlberg
602-262-1000

Spartan Stores, Inc.
Jane A. McGrath
616-878-2609

Stop & Shop Supermarket Co.
Joline F. Kelley
617-770-8780

Supermarkets General Corp.
John M. Curcia
201-499-4966

Super Valu Stores, Inc.
George A. Smith
612-828-4021

Thriftway Inc.

Times Super Market, Ltd.

Victory Markets Inc.
Patricia H. Phillips
607-335-4771

Viking Food Stores, Inc.
Elroy W. Buckner
616-722-3151

Wegmans Food Markets, Inc.
Gerry Pierce
716-328-2550

White Villa Grocers, Inc.
William C. Baker
513-859-5151

Wilt's Food Centers
Brad Myers
219-295-5681

PART II: COMPENSATION PROGRAM INFORMATION

INTRODUCTION

This year's survey includes sections on salary planning and on various key elements of the total compensation package for executives and other management. The topics included are:

- Salary Planning
- Annual Management Incentive Plans
- Long-Term Incentive Plans
- Benefits and Perquisites
- Health Care Cost Containment
- Company Cars

Plan prevalence is summarized by company size and, where there is sufficient data, by geographic region. (Regions are defined on page 68.) Information for each of the following five management groups is presented: Corporate/Operating Company Senior Management (i.e., top executives and senior functional management), Regional/District Management, Merchandisers/Buyers, Store Managers, and Other Store Management (i.e., Assistant/Co-Store Managers, Meat Managers, and other Department Managers).

Eighty companies responded to the compensation program section of the survey.

SALARY PLANNING

Forty (53 percent) of the 75 responding companies reported that their salary year begins in January. A summary of responses is shown below:

SALARY YEAR BEGINS IN	NUMBER OF COMPANIES
January	40
February	4
March	2
April	7
May	3
June	1
July	5
August	5
September	2
October	5
November	1
December	-

Fifty-five companies report that they have adjusted, or plan to adjust, salary ranges in 1987; 20 companies report that they do not. Fifty-two companies report that they plan to adjust their ranges in 1988; 14 report that they do not. The following chart shows actual 1987 and planned 1988 range adjustments by employee category. Please note that a number of companies did not provide data. Sample sizes are reported in the exhibit.

SALARY RANGE ADJUSTMENTS

COMPARISON OF ACTUAL 1987 AND PROJECTED 1988 ANNUALIZED SALARY RANGE ADJUSTMENTS BY EMPLOYEE CATEGORY

EMPLOYEE CATEGORY	1987 ACTUAL	# OF RESPONSES	1988 PLAN	# OF RESPONSES
Salaried Nonexempt	4.0%	38	4.5%	28
Exempt	4.7	45	4.8	33

Seventy-one (93 percent) of the responding companies reported that they do not grant any form of economic or general adjustment to their salaried employees. Of the 5 companies that grant some form of adjustment, all grant adjustments to nonexempt and exempt employees, and four grant adjustments to officers/executives.

Although not all companies were able to supply predictions, the reported merit increase budget planned for 1988, 4.8 percent, is similar to 1987 budget (4.7 percent) for all employee groups. A summary of the anticipated average merit increase budgets by employee group is shown in the following exhibit.

MERIT INCREASE BUDGETS (INCLUDING ECONOMIC ADJUSTMENTS)

COMPARISON OF ACTUAL 1987 AND PROJECTED 1988 AVERAGE MERIT INCREASE BUDGETS BY EMPLOYEE CATEGORY

EMPLOYEE CATEGORY	PAID/PLANNED IN 1987	# OF RESPONSES	PLANNED FOR 1988	# OF RESPONSES
Salaried Nonexempt	4.5%	40	4.7%	25
Exempt	4.5	52	4.7	32
Officer/Executive	5.1	48	5.5	29
ALL EMPLOYEE GROUPS COMBINED	**4.7%**	**50**	**4.8%**	**31**

ANNUAL MANAGEMENT INCENTIVE PLANS

Prevalence

Sixty-seven companies (84 percent) have management bonus or short-term incentive plans. Incentive plans are clearly the majority practice in all size categories and in all geographic regions.

PREVALENCE OF MANAGEMENT INCENTIVE PLANS

$ SALES	NUMBER OF COMPANIES WITH PLANS	PERCENT OF TOTAL
Less than $250 Million	19	73%
$250 - 499 Million	15	83
$500 - 999 Million	12	92
$1 Billion and Up	21	91
ALL COMPANIES	**67**	**84%**
GEOGRAPHIC REGION		
Northeast	22	85%
Northeast Central	19	91
West Central	14	74
Southeast	6	75
Pacific	6	100

Bonus plans are most prevalent at the corporate and operating company senior management level; 96 percent of the companies with plans provide plans at this level. A significant number of companies also provide plans for regional and district managers (74 percent); merchandisers and buyers (65 percent); store managers (79 percent); and other store management (53 percent). As the following chart shows, large companies tend to restrict bonus eligibility to a more limited management group than do small companies.

BONUS PLAN PREVALENCE BY MANAGEMENT GROUP

(As a Percent of Companies With Plans)

$ Sales	Senior Mgmt.	Reg./Dist. Mgmt.	Merch. & Buyer	Store Mgr.	Other Store Mgmt.	# of Companies With Bonus Plans
Less than $250 Million	89%	50%	67%	83%	50%	19
$250 - 499 Million	93	87	87	87	60	15
$500 - 999 Million	100	83	75	92	67	12
$1 Billion and Up	100	81	43	62	43	21
ALL COMPANIES	**96%**	**74%**	**65%**	**79%**	**53%**	**67**

Types of Plans

Fifty-six percent of the incentive plans are based on annual corporate and/or division performance targets; individual awards vary depending on individual contribution to results. Thirty percent of the plans are "profit-sharing" plans in which the bonus fund is based on a fixed percentage of profits; individual awards are a pro-rated distribution of the fund depending on salary and/or performance. The remaining fifteen percent of the plans are discretionary, i.e., awards are not based on a formula and the plan tends to be administered more informally than the other types of plans.

TYPES OF INCENTIVE PLANS

PLAN TYPES	# OF COMPANIES	% OF PLANS
Corporate Incentive Plan: Individual awards vary depending upon corporate and/or individual results; targets are determined on a year-to-year basis. Participants are informed of goals, potential awards, and basic operation of the plan.	28	42%
Corporate and Division Plan: Same as above except awards for division management are based on division results (and possibly corporate results).	9	14
Bonus Fund/"Profit-Sharing" Plan: The fund is determined by a fixed percentage of profits; prorated distribution is dependent on participant's salary and/or performance.	20	30
Discretionary: No formula for determining fund or awards; the plan tends to be more informal than the other types, and communication about the plan is limited.	10	15

Performance Measures

Over three-quarters of the companies establish business performance targets annually as part of their strategic planning process; the remainder base their bonus plans on a fixed standard which does not change from year to year. As shown in the following chart, target earnings is the measure most frequently used in plans for all management levels.

PERFORMANCE MEASURES USED IN BONUS PLANS

PERFORMANCE MEASURE	Senior Mgmt. % of Plans	Reg./Dist. Mgmt. % of Plans	Merch. & Buyer % of Plans	Store Manager % of Plans	Other Store Mgmt. % of Plans
Target Earnings	63%	58%	54%	51%	44%
Target Sales	24	28	29	23	19
Return on Sales	16	20	23	26	26
Return on Invested Capital	10	8	9	7	11
Return on Equity	10	10	11	2	4
Return on Assets	8	13	9	-	-
Earnings per Share Growth	2	2	2	2	4
Performance Relative to Peer Companies	2	-	2	7	7
Discretionary	24	25	23	21	22

Sixty-eight percent of the plans have minimum corporate performance levels below which no awards are paid. Many of these specify that the minimum is a percentage of an established profit target; however, there is considerable variation among the plans reported.

Individual Awards

Typically, incentive awards are based on the business performance of the organizational unit to which the individual belongs and on individual performance. As shown in the following chart, 93 percent of the senior management plans use company performance as the basis; ninety-two percent of the store management plans are based on store performance. A significant percentage of plans at all management levels use individual performance as a criterion in determining awards.

BASIS OF INDIVIDUAL BONUS AWARDS

BASIS	Senior Mgmt. % of Plans	Reg./Dist. Mgmt. % of Plans	Merch. & Buyer % of Plans	Store Manager % of Plans	Other Store Mgmt. % of Plans
Overall Company Performance	93%	70%	81%	28%	27%
Regional/District Performance	10	47	19	8	9
Store Performance	3	13	7	92	85
Individual Performance	50	53	54	44	49
NUMBER OF COMPANIES RESPONDING	**60**	**47**	**43**	**50**	**33**

NOTE: Most companies use a combination of performance results.

Though individual bonuses awarded to top executives and middle management vary widely, most plans are designed to pay a target (or average) award. Most plans also specify a maximum award level. Typical target and maximum award levels are listed below.

TYPICAL TARGET BONUS AWARD LEVELS
(Expressed as a Percent of Salary)

LEVEL	COMPANIES WITH SALES LESS THAN $500MM	COMPANIES WITH SALES GREATER THAN $500MM
Senior Management	20%	30%
Regional/District Management	13	18
Merchandisers & Buyers	13	15
Store Managers	11	11
Other Store Management	7	10

TYPICAL MAXIMUM BONUS AWARD LEVELS
(Expressed as a Percent of Salary)

LEVEL	COMPANIES WITH SALES LESS THAN $500MM	COMPANIES WITH SALES GREATER THAN $500MM
Senior Management	25%	35%
Regional/District Management	21	27
Merchandisers & Buyers	20	20
Store Managers	18	22
Other Store Management	10	15

Eligibility

In companies with management incentive plans, an average of 57 percent of total exempt employees were eligible to participate in a management incentive plan in 1986. An average of 52 percent of exempts actually received a bonus award for 1986.

PERCENTAGE OF EXEMPT EMPLOYEES IN INCENTIVE PLANS

PERCENTAGE OF TOTAL EXEMPTS	ELIGIBLE FOR PLAN % of Plans	ACTUALLY PARTICIPATED IN 1986 % of Plans
Less than 6%	21%	18%
6 - 10%	7	10
11 - 25%	9	8
26 - 35%	0	2
36 - 45%	5	6
46 - 55%	4	6
56 - 65%	2	6
66 - 75%	11	12
76 - 85%	2	2
86 - 95%	12	14
100%	27	16
	100%	100%
AVERAGE % OF EXEMPTS	**57%**	**52%**

Increased Use of Variable Compensation

Thirty-one companies (39 percent) reported that they are increasing or planning to increase the use of variable compensation. The following table summarizes the prevalence of three alternatives companies are using.

	NUMBER OF COMPANIES USING/CONSIDERING
Extending bonus eligibility lower in the organization.	17
Awarding special one-time bonuses.	15
Increasing the size of target bonus awards.	13

NOTE: Some companies are using/considering more than one alternative.

LONG-TERM INCENTIVE PLANS

Prevalence

Long-term incentive plans are plans which are based on company and/or individual performance over a period of more than one year. Included in this definition are plans such as stock-based plans and performance-based plans. Twenty-one companies (26 percent) provide some type of long-term plan. As shown in the following chart, the prevalence of plans is significantly greater in companies over $500 million in sales.

PREVALENCE OF LONG-TERM INCENTIVE PLANS

$ SALES	NUMBER OF COMPANIES WITH PLANS	PERCENT OF TOTAL
Less than $250 Million	3	12%
$250 - 499 Million	2	11
$500 - 999 Million	5	39
$1 Billion and Above	11	48
ALL COMPANIES	**21**	**26%**
GEOGRAPHIC REGION		
Northeast	8	31%
Northeast Central	4	19
West Central	4	21
Southeast	3	38
Pacific	2	33

Most of the companies with plans restrict eligibility to the senior management level; the following chart shows the prevalence of plans for each management level.

LONG-TERM INCENTIVE PLAN PREVALENCE BY MANAGEMENT GROUP

LEVEL	NUMBER OF COMPANIES WITH PLANS
Senior Management	17
Regional/District Management	10
Merchandisers & Buyers	5
Store Managers	5
Other Store Management	0

Types of Plans

The types of plans provided to each management level are summarized on the following page. Fifty-eight percent of the companies with plans report that awards are granted annually to plan participants.

TYPES OF LONG-TERM INCENTIVE PLANS

PLANS	SENIOR MGMT. Number of Companies	REG./DIST. MGMT. Number of Companies	MERCH. & BUYERS Number of Companies	STORE MGR. Number of Companies
Incentive Stock Options: Options to purchase shares of common stock for no less than 100 percent of market value at the time of grant. Stock must be held for one year after exercise and two years after grant. (Prior to the Tax Reform Act of 1986, additional requirements had to be satisfied. Options had to be exercised in order of sequence, and the full appreciation in stock price from grant to sale was treated as capital gains.)	11	8	3	4
Nonqualified Stock Options Without Stock Appreciation Rights: Options to purchase shares of company stock. Options can be granted at less than market price.	5	3	2	1
Nonqualified Stock Options With Stock Appreciation Rights: In lieu of exercising all or a portion of nonqualified stock options, the executive is allowed to surrender unexercised option shares and receives a payment equal to the difference between the option price and the market price of the surrendered shares. Payment is typically in cash.	5	1	-	-
Restricted Stock Plan: An executive is awarded shares of company stock which are restricted from sale for a specific period of time. The number of shares which actually vest with the executive is based on achievement of internal company performance objectives and the executive remaining with the company for a specific period of time.	2	-	-	-
Performance Share Plan: Executive is granted contingent award of company stock which vests over a number of years according to some measure of company performance. Value paid to executive equals number of vested shares times stock price at the conclusion of the performance period.	3	-	-	-
Phantom Stock Plan: Phantom stock units are credited on a bookkeeping basis to an executive's account. Appreciated stock value, often plus accrued dividend value, is paid out at the end of a predetermined time -- usually five years -- in either cash or stock, or some combination. A variation is the payment of the full stock price value rather than just the appreciation. In some cases, phantom stock units are awarded only for the accrual of dividends -- such phantom units are often called dividend units.	1	1	1	-
Long-Term Bonus Plan: The company pays a bonus in cash or stock based on the achievement of preset long-term objectives. Often expressed in the form of performance units. Performance is typically measured over a three- to five-year period of time.	3	-	-	-

Award Levels

The number of companies which provided data on award levels is too small for a meaningful analysis.

Changes in Stock Plans

Despite the Tax Reform Act of 1986 and proposed Financial Accounting Standards Board changes, the majority of companies with stock-based plans report that they have not made any changes to their plans.

BENEFITS AND PERQUISITES

The following charts summarize the prevalence of various benefits and perquisites in each of the five management groups surveyed.

In addition to the plans listed on the following pages, participating companies were asked about IRAs and flexible benefits programs.

- **IRAs:** Only one company contributes toward employee Individual Retirement Accounts.

- **Flexible Benefits:** "Cafeteria" or flexible benefits programs are those in which plan participants may choose among two or more benefits according to their needs. Currently, seven companies provide such a program. Eighteen companies report that they are considering such a program. Most of these companies plan to offer the benefit to all of the management groups surveyed.

PREVALENCE OF BENEFIT PLANS

	SENIOR MGMT.		REG./DIST. MGMT.		MERCH. & BUYER		STORE MGR.		OTHER STORE MGMT.	
	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total
Qualified Pension Plan	54	68%	49	61%	52	65%	48	60%	45	56%
Qualified Profit-Sharing Plan	30	38	26	33	29	36	24	30	21	26
Qualified Thrift-Savings Plan	16	20	15	19	16	20	14	18	12	15
Employee Stock Purchase Plan	12	15	11	14	10	13	10	13	7	9
Employee Stock Ownership Plan (ESOP)	9	11	8	10	9	11	8	10	8	10
Payroll-Based Stock Ownership Plan (PAYSOP)	9	11	8	10	9	11	6	8	–	–
Tax Reduction Act Stock Ownership Plan (TRASOP)	-	-	-	-	-	-	-	-	-	-
401K Salary Reduction Plan (Deferral of portion of base salary and/or total compensation)	39	49	34	43	39	49	34	43	31	39
Voluntary Deferred Compensation Plan (Deferral of incentive bonus portion of compensation)	14	18	8	10	5	6	5	6	4	5
Dental Insurance Plan	75	94	64	80	70	88	64	80	59	74
Visual/Optical Coverage Plan	41	51	33	41	35	44	33	41	30	38
Prescription Plan	52	65	44	55	48	60	44	55	38	48

PREVALENCE OF SUPPLEMENTAL PLANS

	SENIOR MGMT.		REG./DIST. MGMT.		MERCH. & BUYER		STORE MGR.		OTHER STORE MGMT.	
	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total
Supplemental Life Insurance (i.e., in addition to group life plan)	45	56%	32	40%	36	45%	32	40%	27	34%
Supplemental Long-Term Disability (i.e., in addition to group long-term disability coverage)	35	44	27	34	30	38	26	33	19	24
Total Medical Expenses (i.e., reimbursement of medical expenses not covered by company's group medical insurance program)	18	23	1	1	1	1	1	1	1	1
Supplemental Retirement Plan (i.e., in addition to pension, profit-sharing or retirement benefits provided to all employees)	14	18	2	3	3	4	3	4	3	4

PREVALENCE OF PERQUISITES

	SENIOR MGMT.		REG./DIST. MGMT.		MERCH. & BUYER		STORE MGR.		OTHER STORE MGMT.	
	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total
Educational Aid for Employees	52	65%	46	58%	49	61%	42	53%	37	46%
Educational Aid for Dependents	5	6	4	5	4	5	4	5	4	5
Company-Paid Annual Physicals	47	59	19	24	14	18	12	15	5	6
Country Club Membership Dues	20	25	-	-	-	-	-	-	-	-
Luncheon/Dinner Club Dues	15	19	3	4	4	5	4	5	-	-
Financial Counseling Services	20	25	2	3	1	1	1	1	-	-
Tax Counseling Services	15	19	2	3	1	1	1	1	1	1
Estate Planning Services	14	18	-	-	-	-	-	-	-	-
Legal Counseling Services	8	10	3	4	1	1	1	1	1	1
Low- or No-Interest Company Loan	11	14	5	6	5	6	5	6	3	4
First-Class Air Travel	9	11	-	-	-	-	-	-	-	-
Executive Dining Room	4	5	-	-	-	-	-	-	-	-

HEALTH CARE COST CONTAINMENT

This section covers various topics related to how companies are administering their health care plans for their headquarters management staff. The responses indicate that many companies are continuing to increase their efforts to control health care costs.

Coverage

All of the companies surveyed provide health benefits coverage. Twenty-one companies (26 percent) require employees to pay part of the premiums for employee coverage; 32 companies (40 percent) require contributions toward dependents' coverage.

Twenty-four companies, 30 percent of those surveyed, reported that they have made a change in coverage during the last two years. Of these, sixteen have increased the deductible - - typically, from $100 to $150 or $200. Twelve companies have increased the employee's portion of the premium for dependent's coverage; seven have increased the premium for employee coverage. Five companies have changed the benefits co-payments; that is, the percentage of covered health care costs paid by the plan.

Over three-quarters of the participants encourage the use of alternatives to traditional health care practices. As shown in the following chart, the most common alternatives are outpatient surgery and pre-admission testing.

PREVALENCE OF ALTERNATIVE PRACTICES

	NUMBER OF COMPANIES WHICH PROVIDE COVERAGE	PERCENT OF TOTAL
Outpatient Surgical Facilities	54	68%
Pre-admission Testing	54	68
Hospice Care	27	34
Health Maintenance Organizations	24	30
Paraprofessionals for Routine Illnesses	6	8

Sixteen companies offer a Preferred Provider Organization (PPO) Plan. PPOs are plans which refer employees to a group of preferred physicians and specialists who have been selected to provide quality care at a reasonable cost. Six companies report that they encourage employees to use the PPOs by increasing the percentage of covered medical expenses (e.g., from 80 percent to 100 percent) or by eliminating the deductibles.

Twenty-one companies require that employees obtain second opinions for all non-emergency surgery. Twenty-five companies require a second opinion for elective surgery. Although many companies do not require second opinions, the majority cover them if employees obtain them voluntarily; eight companies do not cover them

SURGICAL PROCEDURES AND SECOND OPINIONS

PROCEDURE	NUMBER OF COMPANIES WHICH REQUIRE 2nd OPINION	PERCENT OF TOTAL
Hysterectomy	39	49%
Removal of Hemorrhoids	35	44
Removal of Tonsils/Adenoids	35	44
Knee Surgery	33	41
Hernia Repair	32	40
Prostatectomy	32	40
Removal of Gall Bladder	30	38
Nasal Surgery	29	36
Varicose Vein Stripping	28	35
Coronary By-Pass Surgery	28	35
Bunionectomy	27	34

Administration

Fifty-six companies (70 percent of those surveyed) have a self-insured plan (i.e., the company incurs the risk of claims payment). Forty-eight of these companies have stop-loss coverage which insures the company if costs exceed a predetermined amount.

The majority of companies use a third-party administrator or insurance carrier to administer claims. Only three companies handle claims administration internally.

Fifteen companies, 19 percent of those surveyed, report that they offer incentives to employees who audit their own medical bills for accuracy. Eleven of these companies pay the employee 50 percent of any amounts saved through the audits; two companies pay 25 percent; one company pays 10 percent (one company did not specify).

Prevention

Many companies sponsor health-related programs for their employees. The most common are Cardiopulmonary Resuscitation Training (CPR) (29 companies), Employee Assistance Programs (24 companies), and Smoking Cessation (22 companies). The prevalence of various programs is shown in the following chart.

PREVALENCE OF COMPANY-SPONSORED HEALTH PROGRAMS

PROGRAM	NUMBER OF COMPANIES	PERCENT OF TOTAL
Cardiopulmonary Resuscitation Training (CPR)	29	36%
Employee Assistance Programs	24	30
Smoking Cessation	22	28
Blood Pressure Checks	17	21
Alcohol-Drug Abuse Control	16	20
Nutrition-Weight Control	15	19
Health Newletter	14	18
Exercise-Fitness Programs	14	18
Stress Management	8	10
Flu Shots	7	9
Accident Risk Reduction	6	8
Heart Attack Risk Reduction	5	6
Cancer Risk Reduction	4	5
Hypertension Control	4	5

COMPANY CARS

Prevalence

The majority of companies provide company cars to corporate and operating company senior management and to regional/district management. Less than half provide cars to merchandisers and buyers. Only two companies provide cars to store management.

The following chart summarizes the practices for each management level by company size and by geographic region.

PREVALENCE OF COMPANY CARS

	SENIOR MGMT.		REG./DIST. MGMT.		MERCH. & BUYER		STORE MGR.		OTHER STORE MGMT.	
	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total	Number of Companies	% of Total
$ SALES										
Less than $250 Million	25	96%	15	58%	15	58%	-	-	-	-
$250 - 499 Million	17	94	11	61	5	28	-	-	-	-
$500 - 999 Million	12	92	11	85	9	69	1	8%	1	8%
$1 Billion and Up	20	87	21	91	7	30	1	4	1	4
ALL COMPANIES	**74**	**93%**	**58**	**72%**	**36**	**45%**	**2**	**3%**	**2**	**3%**
GEOGRAPHIC REGION										
Northeast	23	88%	19	73%	13	50%	1	4%	1	4%
Northeast Central	21	100	13	62	10	48	1	6	1	6
West Central	18	95	16	84	8	42	-	-	-	-
Southeast	8	100	8	100	3	38	-	-	-	-
Pacific	4	67	2	33	2	33	-	-	-	-

Eligibility

Job title or position is most frequently used as the basis for providing a company car. In companies which use business mileage as a criterion, the number of miles is typically 16,000 -20,000 per year.

ELIGIBILITY FOR COMPANY CAR

	SENIOR MGMT.	REG/DIST MGMT.	MERCH & BUYER
	% of Plans	% of Plans	% of Plans
Job Title/Position	91%	70%	67%
Business Mileage	9	30	33

Type of Car

For senior management, the company car is typically a full-size luxury model. Below the senior management level, the car is typically a standard mid-size model.

TYPE OF CAR BY MANAGEMENT GROUP

	SENIOR MGMT. % of Plans	REG/DIST MGMT % of Plans	MERCH & BUYER % of Plans
Full-Size Luxury	54%	2%	2%
Full-Size Standard	19	20	8
Mid-Size Luxury	10	7	5
Mid-Size Standard	11	62	62
Compact	-	5	21
Other	6	4	2

Personal Use

Eighty-nine percent of the companies which provide company cars permit personal use. The majority credit additional income to the employee, others charge the employee on a weekly or monthly basis or based on personal mileage. The amounts charged vary widely and the size of the sample precludes drawing specific conclusions. The companies which charge a flat rate report amounts ranging from $5 to $20 per week and from $20 to $60 per month. Mileage charges range from $.05 to $.50 per mile.

METHODS OF CHARGING FOR PERSONAL USE OF COMPANY CAR

METHOD	PERCENT OF PLANS
Additional income credited to employee	67%
Employee pays for gasoline for personal use	19
Employee is charged a weekly amount	15
Employee is charged an amount based on mileage	19
Employee is charged a monthly amount	6

NOTE: Some companies use a combination of methods

The majority of companies use the Annual Lease Value Table to impute income to the employee.

METHODS OF IMPUTING INCOME FOR COMPANY CAR

METHOD	PERCENT OF PLANS
Annual Lease Value Table	79%
Amount per mile for personal use	6
Amount per mile except for documented business use	10
Other (or combination)	5

Fifty-three percent of the companies do not withhold for federal income tax purposes for personal use.

WITHHOLDING FOR FEDERAL INCOME TAX FOR PERSONAL USE OF COMPANY CAR

METHOD	PERCENT OF PLANS
No withholding	53%
Value of employee's personal use is added to regular earnings each pay period; withholding is calculated on the total	34
Value of employee's personal use is treated as supplemental wages; withholding is a flat 20 percent	13

Replacement

Cars are typically replaced after a specified number of miles and/or a specified number of years. The number of miles range from 40,000 to 150,000 with 50-60,000 being typical. The majority of companies which use years as a criterion replace cars every two or three years.

REPLACEMENT CRITERIA FOR CARS

CRITERIA	PERCENT OF PLANS
Mileage	60%
Years	50
Need	32

Business Use of Personal Cars

Ninety-eight percent of the companies surveyed reimburse employees for business use of their personal cars. Ninety-six percent of these companies reimburse the employee based on mileage. The rates range from $.12 to $.30 with an average of $.20 per mile.

Impact of Tax Law Changes

The majority of companies, 83 percent, report that they have not made any changes in their car programs due to the Tax Reform Act of 1986.

PART III: PERCENT CHANGE IN COMPENSATION
MARCH 31, 1986 - MARCH 31, 1987

The average percent change in base salary for all survey positions is 5.8 percent. This compares to 6.3 percent reported last year.

The average percent change in total compensation (salary plus bonus) for all positions for bonus-paying companies is 6.3 percent. This compares to 9.0 percent last year.

These percentages are based on the compilation of the average change for each survey position as reported by the survey participants.

The following exhibit shows the average percent change in compensation (base salary and total compensation) for each survey position.

SUMMARY OF PERCENT CHANGE IN COMPENSATION

SURVEY POSITION NUMBER	SURVEY POSITION TITLE	AVERAGE PERCENT CHANGE IN COMPENSATION			
		Bonus Companies - Base Salary -	Nonbonus Companies - Base Salary -	All Companies - Base Salary -	Bonus Companies - Total Compensation -
SENIOR EXECUTIVE POSITIONS					
1	Chief Executive Officer	6.0%	5.8%	5.9%	7.4%
2	Chief Operating Officer	8.1	7.5	7.9	8.9
3	Chief Financial Officer	7.6	5.1	7.1	3.8
4	Top Operating Company Executive	9.2	10.5	9.4	8.6
5	Top Legal Executive	11.0	6.3	9.8	11.4
STAFF POSITIONS - CORPORATE/OPERATING COMPANY					
6	Controller	6.4	5.2	6.2	6.6
7	Top Audit Executive	4.6	7.1	5.6	6.1
8	Top Data Processing Executive	9.5	8.8	9.3	10.2
9	Top Personnel Executive (With Labor Relations)	7.4	7.7	7.5	6.3
10	Top Personnel Executive (Without Labor Relations)	4.7	3.8	4.5	5.6
11	Top Labor Relations Executive	2.7	*	4.0	3.4
12	Training & Management Development Executive	8.7	5.8	7.6	10.8
13	Top Distribution Executive	4.4	8.0	5.0	5.7
14	Top Construction & Maintenance Executive (With Real Estate)	10.3	4.6	9.4	13.8
15	Top Construction & Maintenance Executive (Without Real Estate)	2.3	2.5	2.4	4.4
16	Top Real Estate Executive	7.6	7.6	7.6	9.5
17	Top Security/Loss Prevention Executive	5.8	7.8	6.4	4.8
18	Top Sanitation Executive	6.4	*	6.0	7.0
MERCHANDISING POSITIONS - CORPORATE/OPERATING COMPANY					
19	Top Merchandising & Procurement Executive	5.7	12.4	6.9	3.5
20	Top Advertising Executive	5.8	9.0	6.9	6.9
21	Top Grocery Operations Executive	4.0	7.9	4.7	6.0
22	Top Meat Operations Executive	4.3	8.1	5.2	4.6
23	Top Produce Operations Executive	6.2	5.7	6.1	6.8
24	Top General Merchandise/Nonfood Operations Executive	3.9	5.9	3.2	3.0
25	Grocery Merchandiser	5.1	6.3	5.5	5.8
26	Meat Merchandiser	5.3	1.4	4.1	5.5
27	Produce Merchandiser	3.4	4.3	3.7	4.7
28	Frozen Food Merchandiser	*	*	*	*
29	Dairy Merchandiser	6.1	*	4.6	4.0
30	Nonfood Merchandiser	8.8	4.3	7.0	7.6
31	Deli Merchandiser	8.3	5.8	7.3	8.6
32	Bakery Merchandiser	3.4	4.9	4.0	4.3

SURVEY POSITION NUMBER	SURVEY POSITION TITLE	AVERAGE PERCENT CHANGE IN COMPENSATION			
		Bonus Companies - Base Salary -	Nonbonus Companies - Base Salary -	All Companies - Base Salary -	Bonus Companies - Total Compensation -
MERCHANDISING POSITIONS - CORPORATE/OPERATING COMPANY (continued)					
33	Grocery Buyer	3.7%	6.1%	5.1%	4.4%
34	Meat Buyer	5.2	2.9	3.8	5.2
35	Produce Buyer	2.3	4.4	3.8	3.9
36	Frozen Foods Buyer	3.4	2.9	3.1	4.4
37	Dairy Buyer	4.3	3.2	3.4	3.4
38	Nonfood Buyer	2.6	5.5	4.2	2.9
39	Deli Buyer	6.0	4.3	5.0	9.7
40	Bakery Buyer	*	*	*	*
STORE OPERATIONS EXECUTIVE					
41	Top Store Operations Executive	8.6	6.4	8.2	9.5
42	Top Store Maintenance Executive	4.9	4.7	4.9	5.0
43	Division General Manager	8.3	6.9	8.0	9.4
44	Scanning Coordinator	6.3	7.0	6.7	8.0
45	District Manager	5.0	6.2	5.4	5.6
46	Store Manager	3.7	2.4	3.4	3.6
47	Assistant/Co-Store Manager	3.8	2.3	2.9	2.4
48	Meat Department Manager	3.0	3.0	3.0	4.1
WAREHOUSE POSITIONS					
49	Warehouse Manager (With Transportation)	3.7	3.5	3.7	6.5
50	Warehouse Manager (Without Transportation)	6.8	5.3	5.9	8.1
DRUG/PHARMACY POSITIONS					
51	Top Drug Executive	7.0	6.3	6.7	5.3
52	Top Drug Merchandising Executive	*	*	*	*
53	Pharmacy Manager	8.7	5.9	6.7	2.1
54	Pharmacist	4.2	5.5	5.3	6.1
CONSUMER AFFAIRS POSITIONS					
55	Top Consumer Affairs Executive	7.5	9.1	8.0	9.9
56	Director, Consumer Affairs	*	*	*	*
57	Consumer Affairs Representative/ Home Economist	3.8	4.0	3.9	*
	AVERAGE	**5.8%**	**5.8%**	**5.8%**	**6.3%**

---

* Insufficient data for analysis.

PART IV: PAY LEVEL DATA -- ANALYTICAL APPROACH

Two types of displays are used in this report to present pay level data - - tabular displays and trend lines. Both types complement one another and, when used together, provide a comprehensive analysis of market pay levels.

All compensation levels reported are effective **March 31, 1987**

TABULAR DISPLAYS

Tabular displays are most useful for giving a detailed picture of how the data is dispersed about the averages, how actual salaries compare to established salary ranges, and how bonus amounts relate to salary levels.

For each survey position, tabular displays show the compensation data as reported by each company. The data is categorized within scope/size groups to allow for comparison with positions in similar companies. In order to maintain the confidentiality of the participants; data within each scope category are arranged in descending order based solely on salary and not in relation to the scope/size of the company.

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 6 - CONTROLLER

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$499.9 TO $250.0								
	NO IN POSITION: 15							
$359.6	WEIGHTED GROUP AVG:	$ 39.3	$ 11.4	$ 50.7	$37.1			

Scope: A relevant measure of position responsibility (i.e., company sales, number of stores, etc.)

The Group Average is weighted by the number of incumbents.

Reports To: Title of position to which the survey position reports.

No. in Position: The total number of incumbents.

Bonus Companies' Salary, Bonus, and Total Compensation: The annual salary rate in effect as of March 31, 1987, bonus paid in 1987 (for 1986 performance), and total compensation (salary plus bonus). Incumbents eligible for bonus are included here even when a bonus was not awarded.

The Group Average is weighted by number of incumbents.

Nonbonus Companies Salary: The annual salary rate in effect as of March 31, 1987.

The Group Average is weighted by the number of incumbents.

Salary Range Minimum, Midpoint or "Control Point" and Maximum: The established salary range if the position is covered by a formal salary structure.

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 42 - STORE MANAGER

Region #1 - Northeast

SCOPE		BONUS COMPANIES			NONBONUS	SALARY RANGE			WORK SCHEDULE/PAY PRACTICES					
AVG WKLY STORE SALES ($THOU)		SALARY	BONUS	TOTAL COMP	COMPANIES SALARY	MIN	MID	MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$300.0 AND ABOVE														
NO IN POS:	158													
$407.0	WT'D AVG:	$ 39.7	$ 6.4	$ 46.1	$ 33.2									

# DYS: Average number of days worked per week (excluding Sunday).

# NTS: Average number of nights worked per week.

# HRS: Average total hours worked per week (excluding Sunday).

# SUN: Average number of Sundays worked per year.

SUN.PAY and HOL.PAY Sunday and Holiday pay policy code A-G or per day dollar amount.

CODES

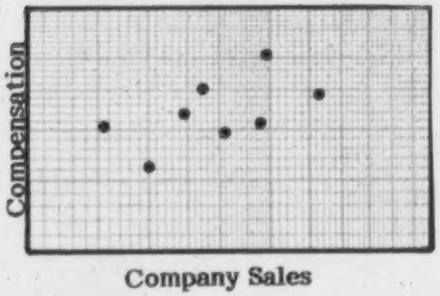
- **A.** No additional compensation - compensatory time off.
- **B.** No additional compensation - open Sundays.
- **C.** Not applicable - closed Sundays/Holidays.
- **D.** Straight time pay.
- **E.** Time and one-half (1.5 X) pay.
- **F.** Double time (2 X) pay.
- **G.** Triple time (3 X) pay.

TREND LINES

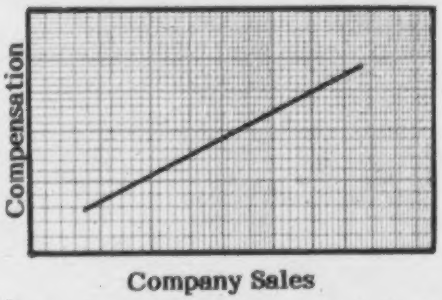
Some companies are reluctant to use trend lines because they do not show the actual data that have been reported. Trend lines, however, are most useful for analyzing the full range of data, and they tend to compensate better than tabular displays for one or two data points which may deviate significantly from the rest of the data.

The trend line provides a relative measure of the relationship between size (scope measure) and compensation. The actual data points (compensation in relation to scope) for each company are analyzed using a statistical technique called regression analysis to develop the "line of best fit" through all of the points. The following illustration shows this process.

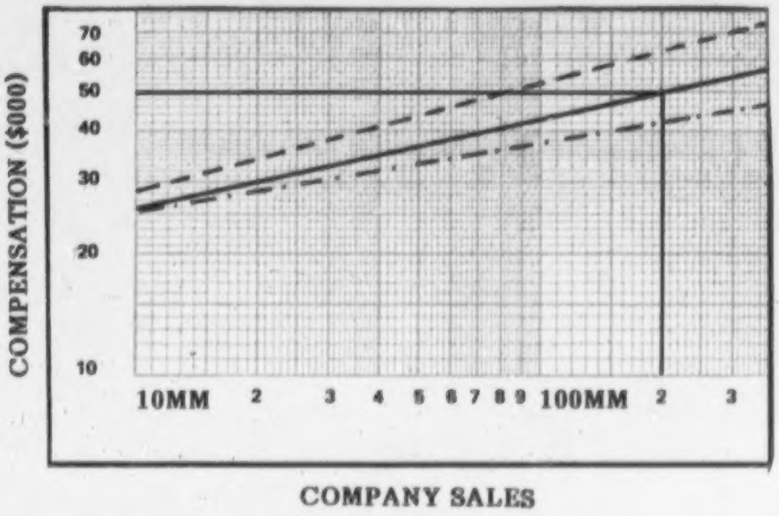
If actual pay rates are plotted as points on a graph, in relation to company sales, the resulting scattergram may look like the following:



The regression equation is used to draw the "line of best fit" (i.e., that straight line which will minimize the squared distance between each point and the trend line).



All data have been transformed to the logarithmic scale because it more accurately shows the relationship between compensation and scope. The following example illustrates the way trend lines are presented in this report.



LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———		
Bonus Co's Total Comp	------		
Nonbonus Co's Salary	-.-.-.		

The **Bonus Co's Salary** line shows base salary for bonus-eligible positions. The **Bonus Co's Total Compensation** line shows total compensation (salary plus bonus) for bonus-eligible positions. The **Nonbonus Co's Salary** line shows salary for positions which are not bonus eligible.

The horizontal axis labels are:	
	M indicates Thousands
	MM indicates Millions
	B indicates Billions

The trend line is read by finding the relevant sales volume on the horizontal axis and the corresponding compensation figures on the vertical axis. In the above example, company sales of $200MM relates to an average base salary of $50,000 for bonus-paying companies. The trend line exhibits also provide two statistical measures - - the coefficient of determination and the standard error. These statistics explain the impact of the scope measure as a predictor of compensation. The following charts are guides in reading the trend lines.

GUIDE TO DETERMINING USEFULNESS OF TREND LINE ANALYSIS

COEFFICIENT OF DETERMINATION measures the variation in compensation that is explained by the scope.

If COEFFICIENT OF DETERMINATION is:	The Percent of Variation in Compensation Which is Explained by Scope is:
.90 - 1.00	90 - 100%
.80 - .89	80 - 89
.70 - .79	70 - 79
.60 - .69	60 - 69
.50 - .59	50 - 59
.40 - .49	40 - 49
.30 - .39	30 - 39
.20 - .29	20 - 29
.10 - .19	10 - 19

STANDARD ERROR measures the scatter or dispersion of points about the trend line.

If STANDARD ERROR is:	Most of the Data Falls within ± This Percent About the Line
1.00 - 1.10	0 - 10%
1.11 - 1.20	11 - 20
1.21 - 1.30	21 - 30
1.31 - 1.40	31 - 40
1.41 - 1.50	41 - 50
1.51 - 1.60	51 - 60
1.61 - 1.70	61 - 70
1.71 - 1.80	71 - 80
1.81 - 1.90	81 - 90

COEFFICIENT OF DETERMINATION	STANDARD ERROR			
	1.0 - 1.2	1.2 - 1.4	1.4 - 1.6	1.6 and Above
.64 - 1.00	EXCELLENT: Use with confidence.	VERY GOOD: Use with confidence.	GOOD: Use with caution since there is a high degree of variability about the line.	NOT GOOD: Too much variability about the line.
.36 - .64	VERY GOOD: Use with confidence.	GOOD: Use with confidence	ACCEPTABLE: Use with caution since there is a high degree of variability about the line.	NOT GOOD: Too much variability about the line
.16 - .36	GOOD: Use with confidence Points are clustered about the line but scope is not a predictor of compensation level.	GOOD: Use with caution, since scope only partially predicts compensation level and there is moderate degree of variability about the line.	NOT GOOD: Scope only partially predicts compensation levels and there is a high degree of variability about the line.	NOT GOOD: Too much variability about the line.

In conducting this survey, we obtained data for scope measures which we believed, based upon previous analysis, provided the best prediction of compensation levels for a given position. Where such a predictive relationship did not exist this year, the trend line was not constructed for that scope measure. Additionally, trend lines were not produced where there were insufficient data.

GEOGRAPHIC ANALYSIS

For **Merchandisers and Buyers, Division, District, and Store Management positions,** participants were asked to provide data on each position within five geographic regions. Where there are sufficient data, analyses have been provided for the following geographic areas.

REGION 1 - NORTHEAST: Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont

REGION 2 - NORTHEAST CENTRAL: Illinois, Indiana, Michigan, Ohio, Wisconsin

REGION 3 - WEST CENTRAL: Arizona, Arkansas, Colorado, Idaho, Iowa, Kansas, Louisiana, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Utah, Wyoming

REGION 4 - SOUTHEAST: Alabama, Delaware, District of Columbia, Florida, Georgia, Kentucky, Maryland, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, Virginia, West Virginia

REGION 5 - PACIFIC: Alaska, California, Hawaii, Oregon, Washington

NATIONAL ANALYSIS

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

Accountable, under the direction of the Board of Directors, for the management of the company's total business performance. Provides overall leadership and direction to the development of policies and objectives, and assures effectuation of policies throughout the company. Reviews the operational and financial progress of the company and divisions to assure achievement of goals and objectives. Provides general direction to merchandising, store operations and staff activities. Makes decisions of major importance on matters where the interest or objective of more than one operating unit is involved. Assures that efficient organization practices, including adequate manpower forecasting and planning, are followed throughout the company. Assures capable management succession by proper recruitment and development. Conducts corporate strategic planning that assures targets are determined for continued growth and profitability. Reviews and effectively recommends to the Board salaries, appointments, retirements, etc., for officers. Responsible for establishing and maintaining relations with stockholders, the financial community, government agencies, suppliers and customers.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$2500.0					$750.0			
AND ABOVE	BOARD OF DIR.	$525.0	$241.5	$766.5		$333.0	$443.0	$553.0
	BOARD OF DIR.	515.0	215.0	730.0				
	BOARD OF DIR.	510.0	375.8	885.8		381.8	477.3	572.8
	BOARD OF DIR.	483.6	119.3	602.9		261.5	348.6	435.8
	BOARD OF DIR.	460.0	372.0	832.0				
	BOARD OF DIR.	460.0	230.0	690.0				
		450.0	150.0	600.0				
	BOARD OF DIR.	430.0	212.4	642.4		282.3	352.9	423.5
	BOARD OF DIR.	357.5	138.1	495.6				
	NO IN POSITION:	10						
$ 5981.0	WEIGHTED GROUP AVG:	$465.7	$228.2	$693.9	$750.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$2499.9	BOARD OF DIR.	$445.0	$ 67.0	$512.0		$235.4	$313.9	$392.4
TO	BOARD OF DIR.	350.0	100.0	450.0				
$1000.0	BOARD OF DIR.	320.0	110.0	430.0				
	BOARD OF DIR.	304.4	0.0	304.4		238.8	298.5	356.3
	BOARD OF DIR.	293.0	47.0	340.0				
	BOARD OF DIR.	280.0	0.0	280.0				
	BOARD OF DIR.	275.0	0.0	275.0				
	BOARD OF DIR.	250.0	125.0	375.0		167.8	213.9	260.0
	BOARD OF DIR.				$239.2			
	BOARD OF DIR.	230.0	50.0	280.0				
	BOARD OF DIR.	215.0	0.0	215.0				
	BOARD OF DIR.	212.0	53.8	265.8		121.4	151.8	182.2
	BOARD OF DIR.	200.0	19.2	219.2				
	NO IN POSITION: 13							
$ 1494.0	WEIGHTED GROUP AVG:	$281.2	$ 47.7	$328.9	$239.2			
$999.9	BOARD OF DIR.	$300.0	$112.5	$412.5				
TO	BOARD OF DIR.	275.0	97.1	372.1		$183.7	$224.4	$279.6
$500.0	BOARD OF DIR.	265.0	137.7	402.7		191.1	238.9	286.7
	BOARD OF DIR.	226.1	154.5	380.6				
	BOARD OF DIR.	205.0	34.5	239.5		154.8	193.5	232.2
	BOARD OF DIR.	200.0	0.0	200.0				
	BOARD OF DIR.	165.0	86.3	251.3		117.0	143.5	169.6
	BOARD OF DIR.	125.0	607.3	732.3				
	BOARD OF DIR.	125.0	25.0	150.0		95.0	118.0	140.0
	BOARD OF DIR.	67.6	275.6	343.2				
	NO IN POSITION: 10							
$ 703.0	WEIGHTED GROUP AVG:	$195.4	$153.0	$348.4				

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

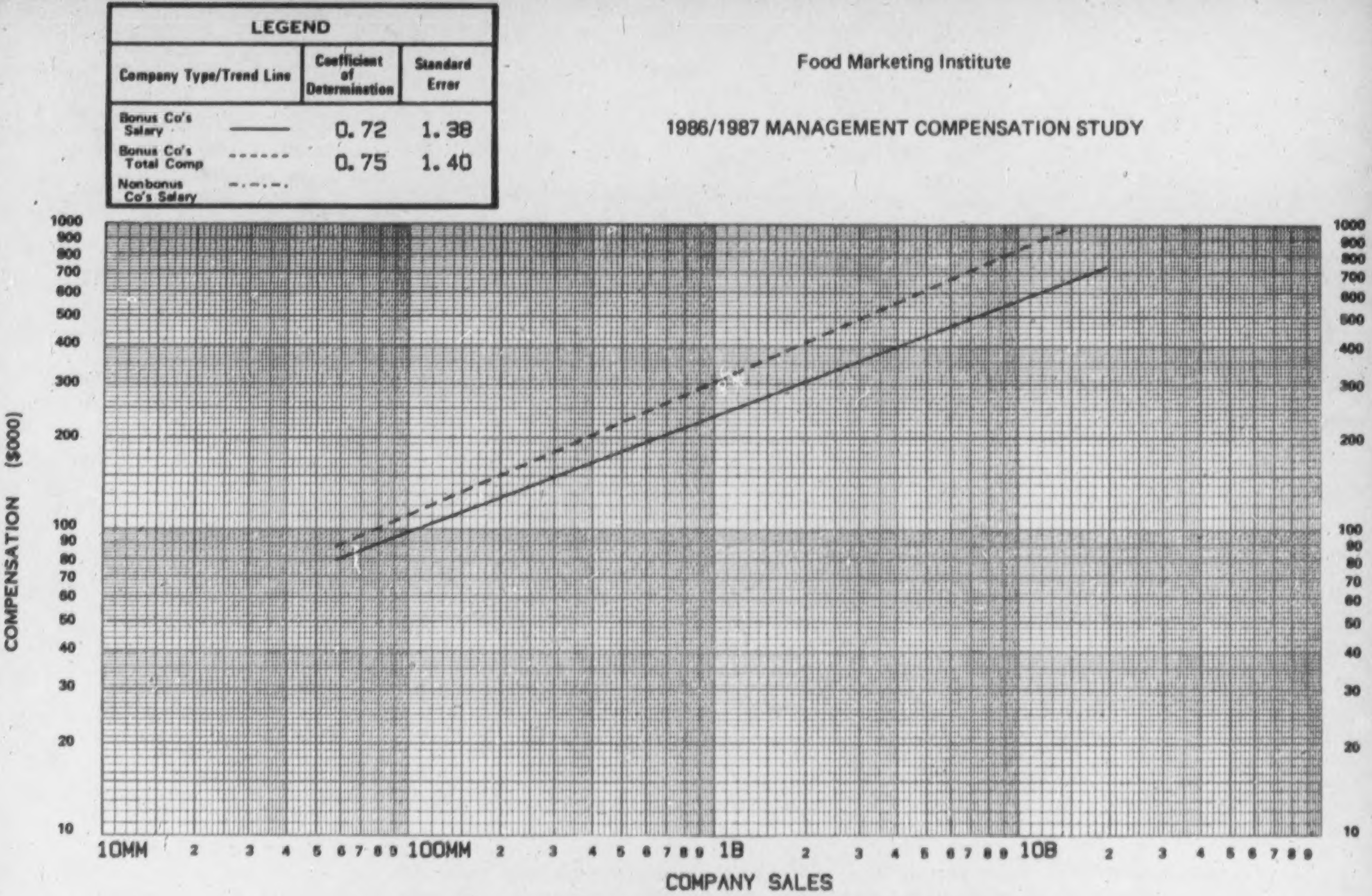
SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$499.9	BOARD OF DIR.				$450.0			
TO	BOARD OF DIR.	$350.0	$140.0	$490.0				
$250.0	BOARD OF DIR.				247.0			
	BOARD OF DIR.	220.0	50.0	270.0				
	BOARD OF DIR.	215.7	0.0	215.7				
	BOARD OF DIR.	175.0	50.0	225.0				
	BOARD OF DIR.	174.0	31.6	205.6				
	BOARD OF DIR.	156.0	0.0	156.0				
	BOARD OF DIR.				154.0			
	BOARD OF DIR.	137.7	20.0	157.7				
		128.4	18.3	146.7				
					118.0	$ 55.3	$ 73.7	$ 92.1
		100.0	0.0	100.0		80.0	100.0	120.0
	BOARD OF DIR.	85.0	15.0	100.0		75.0	85.0	100.0
	BOARD OF DIR.	78.0	0.0	78.0				
	NO IN POSITION:	15						
$ 357.7	WEIGHTED GROUP AVG:	$165.4	$ 29.6	$195.0	$242.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$249.9					$312.0			
AND BELOW		$295.0	$ 95.2	$390.2				
	BOARD OF DIR.				242.5			
	BOARD OF DIR.				234.0			
		230.0	100.0	330.0				
	BOARD OF DIR.				208.0			
	BOARD OF DIR.	190.0	0.0	190.0		$151.0	$178.0	$105.0
	BOARD OF DIR.	171.6	88.0	259.6				
					166.0			
	BOARD OF DIR.				114.0			
	BOARD OF DIR.				104.0			
					102.0			
		100.0	6.0	106.0				
	BOARD OF DIR.				100.0			
	BOARD OF DIR.				92.0			
	BOARD OF DIR.	88.0	0.0	88.0				
	BOARD OF DIR.				86.7			
	BOARD OF DIR.				82.5			
	BOARD OF DIR.	76.8	11.3	88.1		66.9	77.2	87.5
	BOARD OF DIR.	75.0	24.5	99.5				
	BOARD OF DIR.	65.0	0.0	65.0				
	NO IN POSITION: 21							
$ 105.9	WEIGHTED GROUP AVG:	$143.5	$ 36.1	$179.6	$153.6			
	NO IN POSITION: 69							
$ 1360.2	POSITION AVERAGE:	$247.7	$ 94.2	$341.9	$211.2			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #1 - CHIEF EXECUTIVE OFFICER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 2 - CHIEF OPERATING OFFICER

Provides overall direction and control to achieve the volume and operating profit goals of the company profit centers. Makes recommendations to the Chief Executive Officer on company policies, objectives and plans. Oversees the management of all company retail store operations, company-wide merchandising and procurement, manufacturing, distribution, and wholesale operations. Responsible for the attainment of projected sales, gross profit margins, expense control, and operating profit.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$2500.0	CEO/PRESIDENT	$425.0	$191.3	$616.3				
AND ABOVE	CEO/PRESIDENT	370.0	192.2	562.2		$266.6	$333.2	$399.8
	CEO/PRESIDENT	340.0	140.0	480.0				
	CEO/PRESIDENT	280.8	64.1	344.9		173.8	231.7	289.6
	CEO/PRESIDENT	262.5	68.3	330.8		167.0	200.0	240.0
	CEO/PRESIDENT				$250.0			
	CEO/PRESIDENT	140.0	42.1	182.1				
	NO IN POSITION: 7							
$ 6275.2	WEIGHTED GROUP AVG:	$303.0	$116.3	$419.4	$250.0			
$2499.9	BOARD OF DIR.	$315.0	$ 67.0	$382.0		$194.6	$259.4	$325.4
TO	CEO/PRESIDENT	310.0	75.0	385.0				
$1000.0	CEO/PRESIDENT	220.0	38.0	258.0		196.5	255.5	314.4
	CEO/PRESIDENT	203.9	0.0	203.9				
	CEO/PRESIDENT	175.0	0.0	175.0				
	CEO/PRESIDENT				$124.9			
	CEO/PRESIDENT	100.0	40.0	140.0				
	CEO/PRESIDENT	85.0	10.0	95.0				
	NO IN POSITION: 8							
$ 1566.0	WEIGHTED GROUP AVG:	$201.3	$ 32.8	$234.1	$124.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 2 - CHIEF OPERATING OFFICER

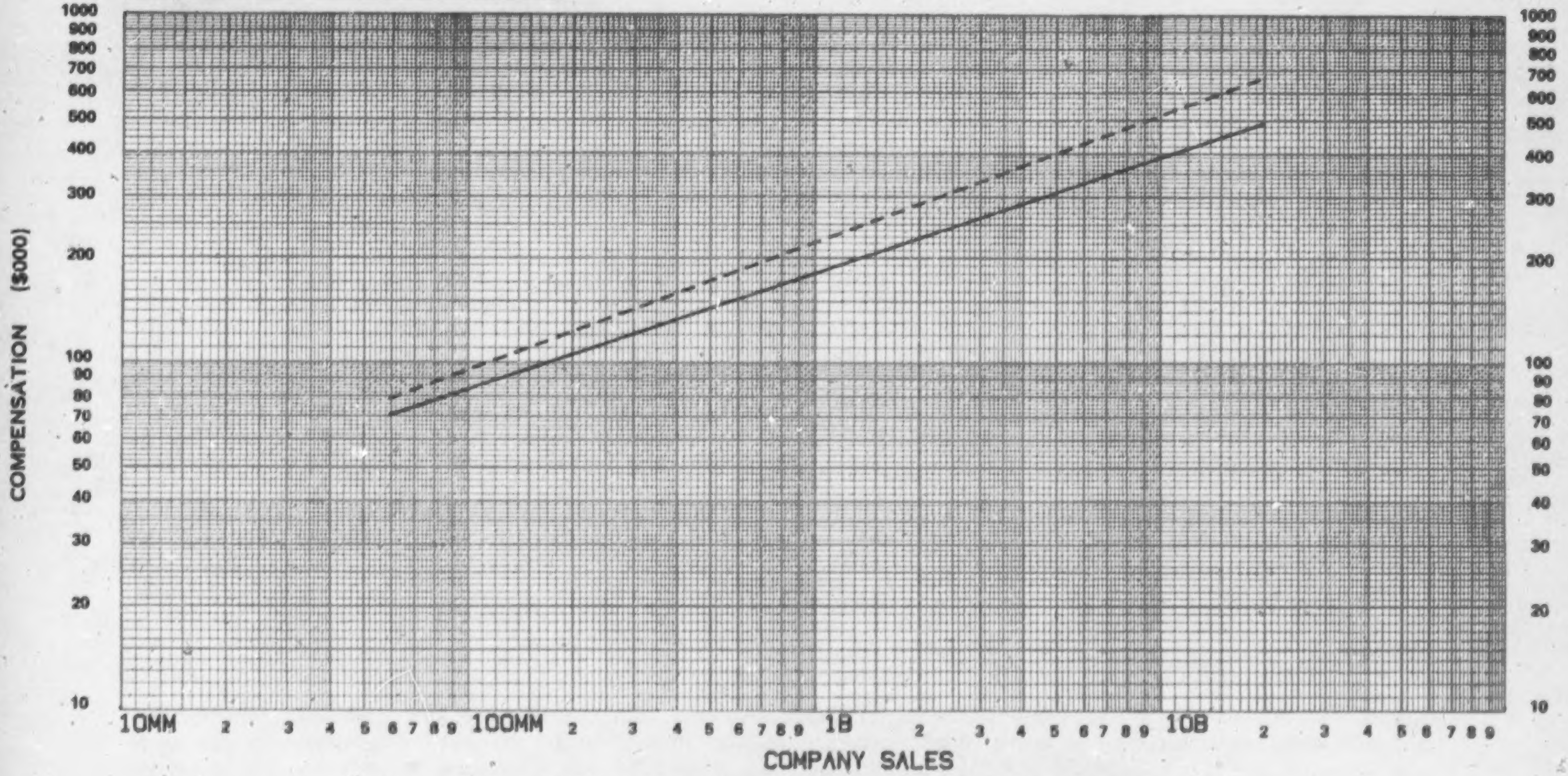
SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$999.9	BOARD OF DIR.	$240.0	$ 0.0	$240.0				
TO	CEO/PRESIDENT	214.0	100.0	314.0		$147.0	$193.0	$238.0
$500.0	CEO/PRESIDENT	195.0	91.0	286.0		135.4	169.3	203.2
	CEO/PRESIDENT	166.0	28.0	194.0		130.2	162.7	195.2
	CEO/PRESIDENT	87.0	29.0	116.0		80.0	92.0	103.0
	NO IN POSITION:	5						
$ 724.6	WEIGHTED GROUP AVG:	$180.4	$ 49.6	$230.0				
$499.9	BOARD OF DIR.	$225.0	$ 75.0	$300.0				
TO	BOARD OF DIR.	129.7	20.0	149.7				
$250.0	CEO/PRESIDENT	104.7	14.3	119.0		$ 81.0	$101.3	$121.5
	CEO/PRESIDENT				$102.0			
	CEO/PRESIDENT				100.7			
	CEO/PRESIDENT	97.5	0.0	97.5				
	BOARD OF DIR.	85.0	15.0	100.0		75.0	85.0	100.0
	CEO/PRESIDENT	74.8	0.0	74.8				
	NO IN POSITION:	8						
$ 365.6	WEIGHTED GROUP AVG:	$119.5	$ 20.7	$140.2	$101.4			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 2 - CHIEF OPERATING OFFICER

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$249.9	CEO/PRESIDENT	$275.0	$ 95.0	$370.0				
AND BELOW	CEO/PRESIDENT				$242.5			
	BOARD OF DIR.				200.0			
	CEO/PRESIDENT				180.0	$127.0	$158.7	$190.5
	CEO/PRESIDENT	175.0	52.5	227.5				
	CEO/PRESIDENT				165.0			
	BOARD OF DIR.				156.0			
	BOARD OF DIR.				104.0			
	BOARD OF DIR.				100.0			
	CEO/PRESIDENT	90.0	5.1	95.1				
		80.6	27.0	107.6				
	CEO/PRESIDENT	80.0	10.0	90.0				
	CEO/PRESIDENT				65.3			
	BOARD OF DIR.				64.0			
	CEO/PRESIDENT	57.0	7.5	64.5				
	BOARD OF DIR.				48.0			
	NO IN POSITION: 16							
$ 116.5	WEIGHTED GROUP AVG:	$126.3	$ 32.8	$159.1	$132.5			
	NO IN POSITION: 44							
$ 1474.2	POSITION AVERAGE:	$186.8	$ 49.9	$236.7	$135.9			

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	——	0.64	1.42
Bonus Co's Total Comp	------	0.63	1.49
Nonbonus Co's Salary	-.-.-.		



SURVEY POSITION #2 - CHIEF OPERATING OFFICER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 3 - CHIEF FINANCIAL OFFICER

Develops and implements policies, plans and programs necessary for the effective management of the company's financial affairs. Directs the treasury, accounting, financial planning and insurance functions for the corporation. Initiates and coordinates necessary and appropriate accounting policies and procedures for all business units. Maintains corporate funds and cash management program. Directs preparation of all corporate financial reports and budgets. Provides financial counsel to the Chief Executive Officer on major business decisions.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$2500.0	BOARD OF DIR.				$305.0			
AND ABOVE	CEO/PRESIDENT	$212.0	$165.0	$377.0				
	C.O.O.	200.0	64.7	264.7				
	CEO/PRESIDENT	192.5	62.3	254.8		$142.2	$177.7	$213.3
	CEO/PRESIDENT	188.6	96.1	284.7				
	CEO/PRESIDENT	183.8	28.0	211.8		135.0	163.0	196.0
	CEO/PRESIDENT	180.0	109.5	289.5		143.6	179.5	215.4
	CEO/PRESIDENT	170.0	0.0	170.0		138.5	184.6	230.8
	CEO/PRESIDENT	140.0	0.0	140.0		92.8	116.0	139.2
	NO IN POSITION:	9						
$ 5890.0	WEIGHTED GROUP AVG:	$183.4	$ 65.7	$249.1	$305.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 3 - CHIEF FINANCIAL OFFICER

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$2499.9 TO $1000.0	CEO/PRESIDENT	$174.0	$ 0.0	$174.0				
	CEO/PRESIDENT	169.9	0.0	169.9				
	CEO/PRESIDENT	148.0	27.0	175.0				
	CEO/PRESIDENT	136.0	20.0	156.0		$121.3	$151.7	$182.0
	CEO/PRESIDENT	135.0	26.0	161.0				
	CEO/PRESIDENT	130.0	0.0	130.0		86.7	108.3	130.0
	C.O.O.	125.0	20.0	145.0		99.9	133.1	166.4
	CEO/PRESIDENT	120.0	27.5	147.5				
	CEO/PRESIDENT	120.0	60.0	180.0		95.6	120.4	145.3
	CEO/PRESIDENT	118.0	0.0	118.0				
	CEO/PRESIDENT	110.0	30.0	140.0				
	CEO/PRESIDENT				$ 84.5			
	NO IN POSITION: 12							
$ 1487.4	WEIGHTED GROUP AVG:	$135.1	$ 19.1	$154.2	$ 84.5			
$999.9 TO $500.0	CEO/PRESIDENT	$120.0	$ 42.1	$162.1		$ 82.1	$102.7	$123.2
	CEO/PRESIDENT	115.4	59.3	174.7		88.0	110.0	132.0
	C.O.O.	115.0	45.0	160.0		96.5	122.0	147.6
	CEO/PRESIDENT	108.7	18.1	126.8		80.0	100.0	120.0
	C.O.O.	105.0	0.0	105.0				
	CEO/PRESIDENT	105.0	0.0	105.0				
	CEO/PRESIDENT	78.0	25.7	103.7		62.6	76.9	90.8
	C.O.O.	75.0	0.0	75.0				
	CEO/PRESIDENT	73.0	18.0	91.0		65.0	75.0	85.0
	CEO/PRESIDENT	65.0	85.0	150.0				
	CEO/PRESIDENT	41.6	101.1	142.7				
	NO IN POSITION: 11							
$ 687.6	WEIGHTED GROUP AVG:	$ 91.1	$ 35.8	$126.9				

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 3 - CHIEF FINANCIAL OFFICER

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$499.9	CEO/PRESIDENT	$175.0	$ 70.0	$245.0				
TO	CEO/PRESIDENT				$118.0			
$250.0	CEO/PRESIDENT	93.6	45.0	138.6				
	CEO/PRESIDENT				91.5			
	CEO/PRESIDENT	85.0	13.7	98.7				
	CEO/PRESIDENT	82.7	4.5	87.2		$ 61.1	$ 76.4	$ 91.7
	BOARD OF DIR.	75.0	15.0	90.0		65.0	75.0	90.0
	C.O.O.	74.8	0.0	74.8				
	CEO/PRESIDENT	70.0	10.0	80.0				
	CEO/PRESIDENT	65.0	0.0	65.0				
	CEO/PRESIDENT				62.4			
	BOARD OF DIR.	60.0	0.0	60.0		50.0	60.0	70.0
	CEO/PRESIDENT	52.4	6.0	58.4		63.0	84.5	101.0
	NO IN POSITION:	13						
$ 382.3	WEIGHTED GROUP AVG:	$ 83.4	$ 16.4	$ 99.8	$ 90.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 3 - CHIEF FINANCIAL OFFICER

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$249.9 AND BELOW	BOARD OF DIR.				$104.0			
	CEO/PRESIDENT	$100.0	$ 40.0	$140.0		$ 60.0	$ 71.5	$ 83.0
	C.O.O.	95.0	28.5	123.5				
	CEO/PRESIDENT	95.0	37.5	132.5		82.9	103.6	124.3
	C.O.O.				89.0			
	CEO/PRESIDENT				80.0			
	C.O.O.	78.1	5.1	83.2				
	CEO/PRESIDENT	70.0	34.4	104.4				
	EXEC. V.P.				57.9			
	C.O.O.	55.0	5.0	60.0				
	CEO/PRESIDENT	44.0	5.0	49.0				
	BOARD OF DIR.				43.0			
	CEO/PRESIDENT				42.0			
	NO IN POSITION: 13							
$ 134.6	WEIGHTED GROUP AVG:	$ 76.7	$ 22.2	$ 98.9	$ 69.3			

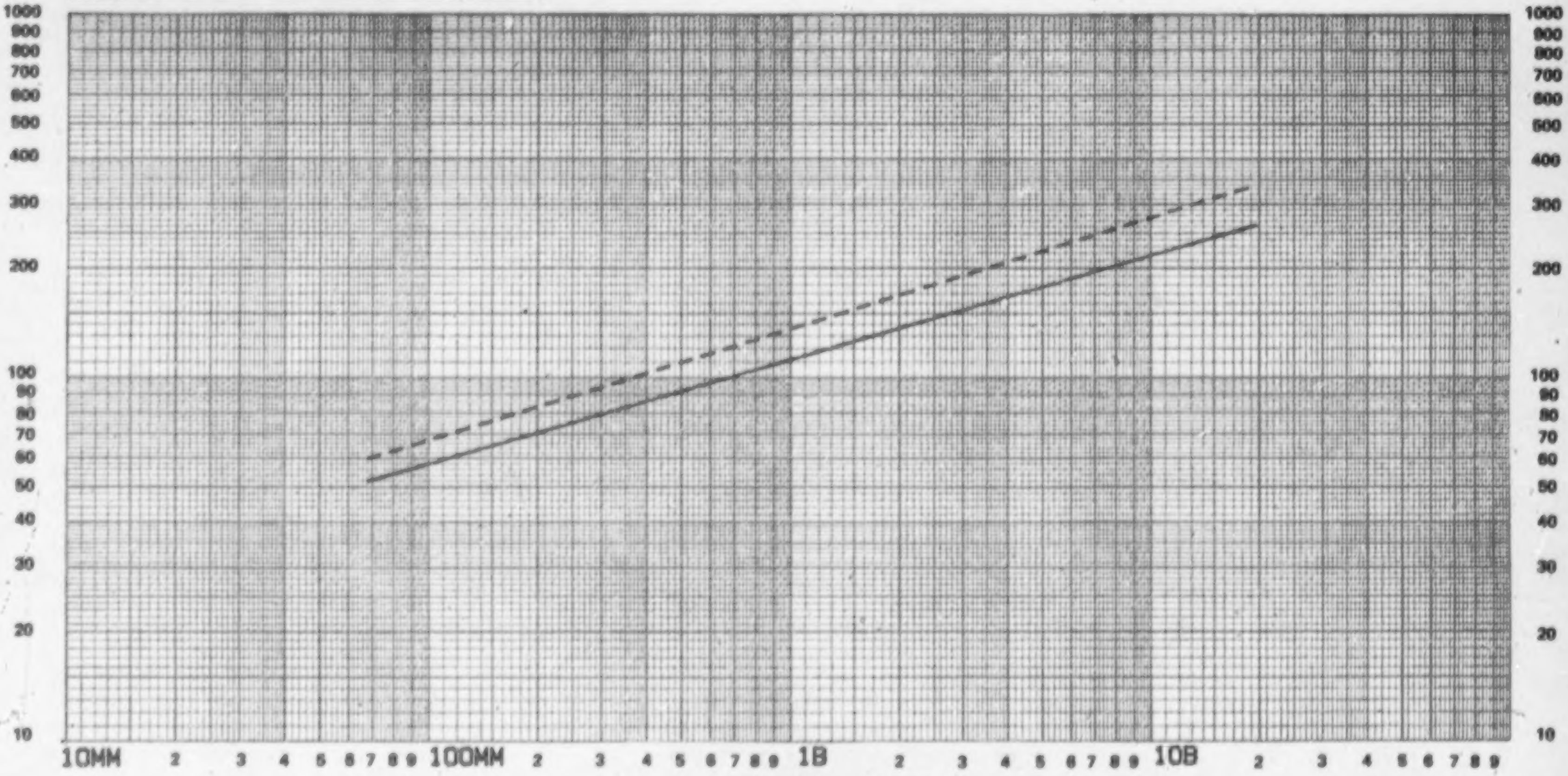
	NO IN POSITION: 58				
$ 1468.0	POSITION AVERAGE:	$113.3	$ 30.9	$144.2	$ 97.9

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	——	0.70	1.25
Bonus Co's Total Comp	------	0.60	1.35
Nonbonus Co's Salary	-.-.-.		



SURVEY POSITION #3 - CHIEF FINANCIAL OFFICER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 4 - TOP OPERATING COMPANY EXECUTIVE

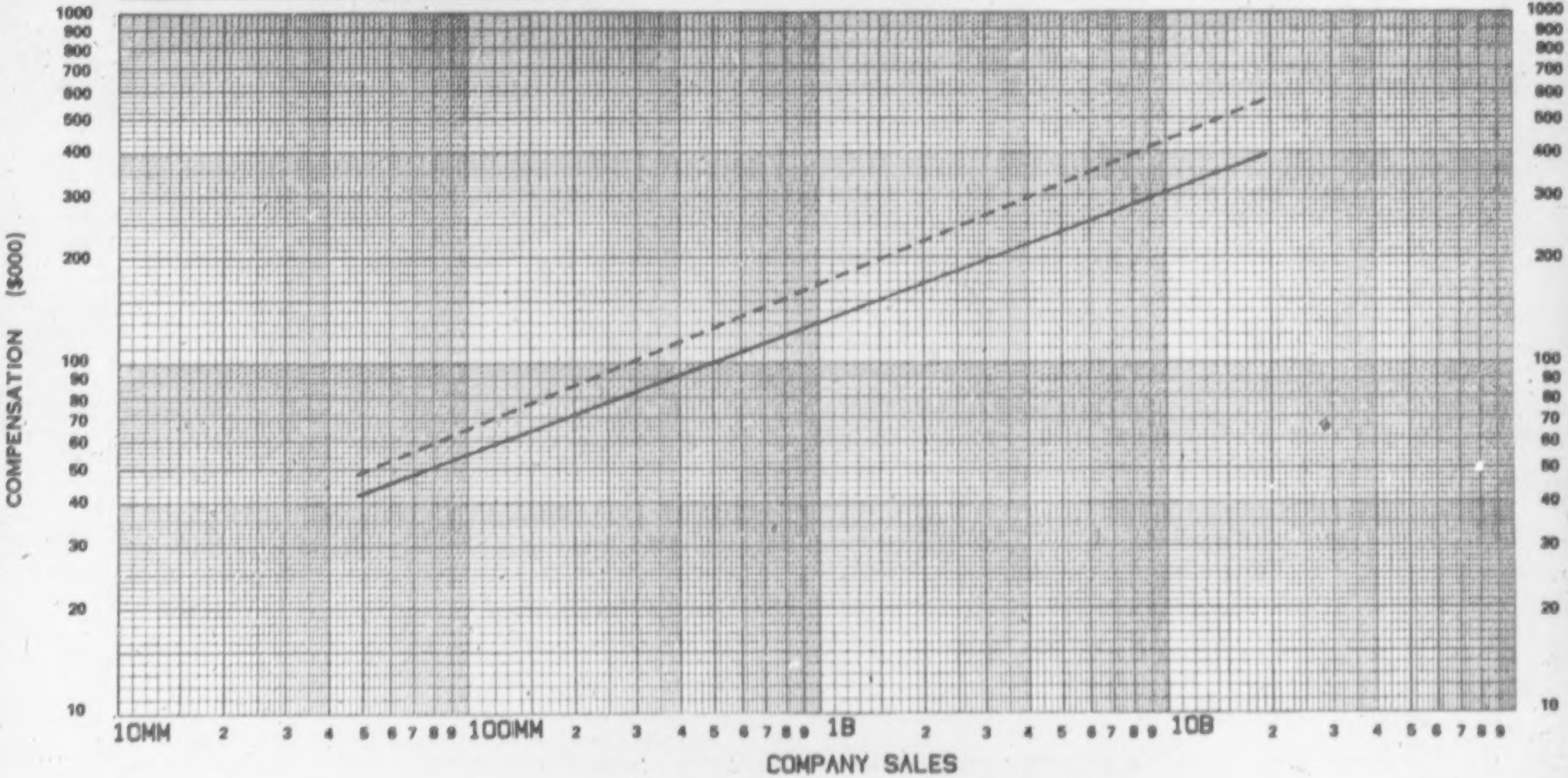
Accountable to a corporate Chief Executive Officer or group executive for the management of an autonomous operating company's or subsidiary's total business performance. Provides overall leadership and direction to the development of operating policies and objectives. Reviews the operational and financial progress of the company to assure achievement of goals and objectives. Provides general direction to merchandising, store operations and staff activities. Assures efficient organization practices, including management recruiting, employment and development. Prepares and recommends to corporate management strategic plans and objectives for continued growth, profitability and capital investments.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$1500.0 AND ABOVE	C.O.O.	$306.0	$145.3	$451.3				
	C.O.O.	295.0	144.4	439.4		$205.0	$256.3	$307.6
	CEO/PRESIDENT	275.0	131.4	406.4		223.0	286.0	349.0
	CEO/PRESIDENT	266.7	97.5	364.2				
	C.O.O.	165.0	35.0	200.0				
	CEO/PRESIDENT	131.0	45.3	176.3		85.2	106.5	127.8
	NO IN POSITION:	7						
$ 5058.3	WEIGHTED GROUP AVG:	$224.2	$ 92.1	$316.3				
$1499.9 TO $500.0	C.O.O.	$200.0	$ 40.0	$240.0		$160.8	$214.4	$268.0
	CEO/PRESIDENT	165.0	25.0	190.0		148.9	186.2	223.5
	CEO/PRESIDENT	150.0	44.2	194.2		107.5	136.0	164.8
	C.O.O.	104.7	0.0	104.7		82.1	108.0	133.9
	C.O.O.	96.0	0.0	96.0				
	CEO/PRESIDENT	85.0	41.9	126.9		71.9	88.3	104.2
	CEO/PRESIDENT	83.0	17.0	100.0		75.0	85.0	95.0
	CEO/PRESIDENT	80.6	80.4	161.0				
	NO IN POSITION:	10						
$ 901.9	WEIGHTED GROUP AVG:	$124.5	$ 36.9	$161.4				

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 4 - TOP OPERATING COMPANY EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$499.9	CEO/PRESIDENT	$200.0	$ 75.0	$275.0				
AND BELOW	CEO/PRESIDENT				$125.0			
	CEO/PRESIDENT	78.8	28.3	107.1		$ 67.3	$ 79.2	$ 91.1
	BOARD OF DIR.				78.0			
	CEO/PRESIDENT	74.5	31.4	105.9				
	C.O.O.				72.8			
	BOARD OF DIR.	70.0	0.0	70.0		55.0	67.0	80.0
	CEO/PRESIDENT	65.0	10.0	75.0		50.0	65.0	72.0
	CEO/PRESIDENT	60.9	10.3	71.2		56.6	61.8	72.1
	C.O.O.	53.0	7.0	60.0				
	CEO/PRESIDENT	36.4	5.3	41.7				
	NO IN POSITION:	15						
$ 265.0	WEIGHTED GROUP AVG:	$ 76.9	$ 16.6	$ 93.5	$ 91.9			
	NO IN POSITION:	32						
$ 1512.6	POSITION AVERAGE:	$128.9	$ 41.8	$170.7	$ 91.9			

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.78	1.32
Bonus Co's Total Comp	- - - - - -	0.75	1.39
Nonbonus Co's Salary	-.-.-.-		



SURVEY POSITION #4 - TOP OPERATING COMPANY EXECUTIVE

SURVEY POSITION 5 - TOP LEGAL EXECUTIVE

Provides legal counsel and guidance in ordinary and special activities of the corporation to insure maximum protection of corporate legal rights. Assures Chief Executive Officer that corporate and divisional businesses operate within the limits of prescribed law. Directs defense and/or prosecution in suits or claims involving the corporation, subsidiaries, operating companies or divisions. Supervises the preparation of legal forms, reports, statements, etc., related to federal and state filings and regulations.

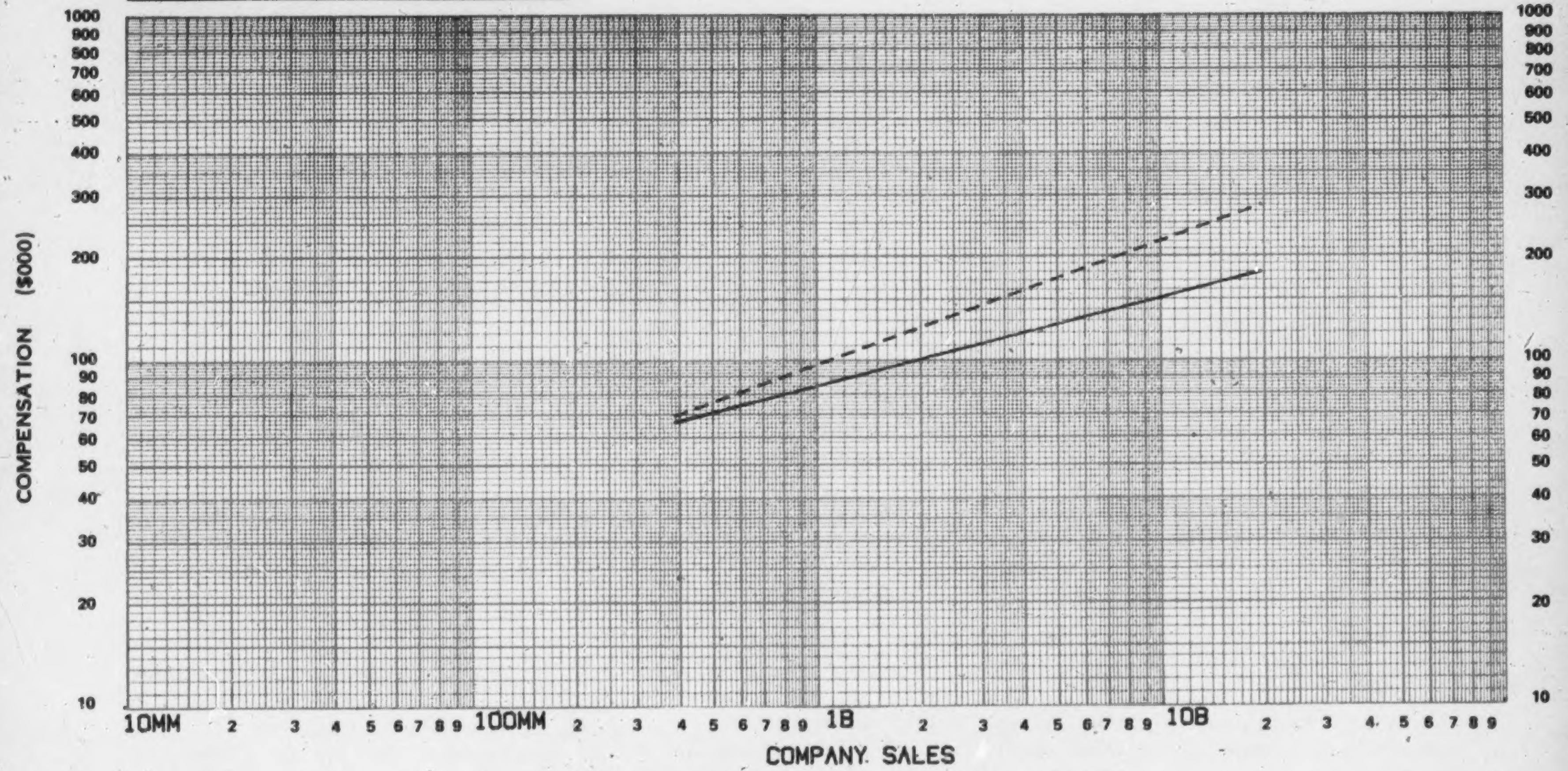
SCOPE COMPANY SALES ($MIL)		BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
	REPORTS TO	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$2500.0	CEO/PRESIDENT	$175.0	$ 61.8	$236.8				
AND ABOVE	CEO/PRESIDENT	165.0	102.4	267.4		$139.4	$174.3	$209.2
	CEO/PRESIDENT	149.7	57.8	207.5				
	CEO/PRESIDENT	117.0	30.5	147.5		100.3	125.4	150.5
		115.0	22.0	137.0				
	CEO/PRESIDENT	100.0	160.0	260.0				
	CEO/PRESIDENT	97.5	0.0	97.5		65.8	82.2	98.6
	SENIOR V.P.				$ 92.7	56.3	67.5	81.0
	NO IN POSITION:	8						
$ 5832.2	WEIGHTED GROUP AVG:	$131.3	$ 62.1	$193.4	$ 92.7			
$2499.9	CEO/PRESIDENT	$130.0	$ 10.0	$140.0		$ 97.8	$122.3	$146.7
TO	C.O.O.	110.0	15.0	125.0		75.1	100.0	125.0
$1000.0	CEO/PRESIDENT				$110.0			
	CEO/PRESIDENT				82.0	78.0	97.6	117.1
	CEO/PRESIDENT	76.1	0.0	76.1				
	CEO/PRESIDENT	72.5	0.0	72.5				
	CEO/PRESIDENT	65.0	17.6	82.6		34.0	53.4	61.5
	CEO/PRESIDENT				61.9			
	CEO/PRESIDENT	55.0	10.0	65.0				
	NO IN POSITION:	9						
$ 1446.2	WEIGHTED GROUP AVG:	$ 84.8	$ 8.7	$ 93.5	$ 84.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 5 - TOP LEGAL EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$999.9	CEO/PRESIDENT				$176.7			
AND BELOW	C.O.O.	$130.0	$ 49.5	$179.5		$ 96.5	$122.0	$147.6
	C.O.O.	115.0	0.0	115.0		47.7	60.3	72.9
	CEO/PRESIDENT	100.0	0.0	100.0		82.9	103.6	124.3
	CEO/PRESIDENT	90.0	26.5	116.5		56.9	69.3	82.8
	CEO/PRESIDENT	73.5	10.6	84.1		62.6	76.9	90.8
	CEO/PRESIDENT	55.1	1.3	56.4				
	BOARD OF DIR.				54.0			
	NO IN POSITION: 8							
$ 569.3	WEIGHTED GROUP AVG:	$ 93.9	$ 14.7	$108.6	$115.4			
	NO IN POSITION: 25							
$ 2569.1	POSITION AVERAGE:	$104.8	$ 30.3	$135.1	$ 96.2			

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.47	1.31
Bonus Co's Total Comp	- - - - - -	0.50	1.43
Nonbonus Co's Salary	—.—.—.		



SURVEY POSITION #5 - TOP LEGAL EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 6 - CONTROLLER

Directs the corporate or operating company accounting function. Recommends accounting policies and procedures. Oversees the preparation and interpretation of accounting reports, forecasts, budgets, expenses, and operating results. Consolidates financial data in periodic (i.e., monthly, quarterly, etc.) reports on operations. Develops and maintains financial procedures covering the company's inventories. Works with the company's independent auditors on annual financial audit. Prepares annual financial statements for corporate management review. Typically, this position reports to the Chief Financial Officer. (If Controller is Chief Financial Officer, report data under Survey Position #3.)

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$2500.0 AND ABOVE	SENIOR V.P.				$170.0			
	CEO/PRESIDENT	$155.0	$ 71.5	$226.5		$107.0	$134.0	$161.0
	EXEC. V.P.	105.2	20.9	126.1		72.4	96.5	120.6
	SENIOR V.P.	102.0	24.7	126.7		88.9	111.2	133.5
	CEO/PRESIDENT	95.0	46.9	141.9				
	EXEC. V.P.	94.5	18.2	112.7		68.0	81.0	98.0
	GROUP EXEC.	89.5	106.2	195.7		87.4	109.3	131.2
		89.0	8.9	97.9				
	EXEC. V.P.	87.5	34.1	121.6		65.8	82.2	98.6
	SENIOR V.P.	72.3	27.9	100.2		48.9	61.1	73.3
	NO IN POSITION: 10							
$ 5991.0	WEIGHTED GROUP AVG:	$ 98.9	$ 39.9	$138.8	$170.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 6 - CONTROLLER

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$2499.9	CEO/PRESIDENT	$ 98.0	$ 0.0	$ 98.0				
TO	EXEC. V.P.	86.0	12.3	98.3		$ 54.8	$ 68.5	$ 82.2
$1000.0	CEO/PRESIDENT	76.0	0.0	76.0		49.7	66.2	82.5
	EXEC. V.P.	75.6	0.0	75.6				
	CEO/PRESIDENT				$ 67.0	60.8	76.1	91.3
	SENIOR V.P.	67.0	16.5	83.5		50.6	65.0	83.5
	SENIOR V.P.	65.0	9.0	74.0				
	CEO/PRESIDENT	64.0	10.2	74.2		51.4	64.0	76.6
	VICE PRESIDENT	61.9	10.0	71.9		80.6	100.8	120.9
	SENIOR V.P.	55.0	10.6	65.6				
	VICE PRESIDENT	49.0	4.4	53.4		41.9	55.9	70.0
	GROUP EXEC.	44.2	4.4	48.6				
	VICE PRESIDENT	43.0	3.6	46.6		30.5	38.2	44.0
	NO IN POSITION: 21							
$ 1305.9	WEIGHTED GROUP AVG:	$ 56.4	$ 5.5	$ 61.9	$ 67.0			
$999.9	CEO/PRESIDENT				$ 89.3	$ 67.0	$ 83.8	$100.6
TO		$ 87.8	$ 0.0	$ 87.8		50.3	63.9	77.5
$500.0	EXEC. V.P.				71.0			
	SENIOR V.P.	66.5	12.9	79.4		49.9	62.4	74.9
	SENIOR V.P.	60.4	1.2	61.6		56.0	70.0	84.0
	VICE PRESIDENT	57.0	15.6	72.6		47.4	58.2	68.7
	EXEC. V.P.	52.5	0.0	52.5		44.2	58.9	73.5
	CEO/PRESIDENT	52.0	11.4	63.4				
	VICE PRESIDENT	51.1	8.9	60.0		45.0	55.0	65.0
	VICE PRESIDENT	50.0	12.8	62.8		45.5	55.2	64.9
	VICE PRESIDENT	35.0	72.0	107.0				
	NO IN POSITION: 11							
$ 719.1	WEIGHTED GROUP AVG:	$ 56.9	$ 15.0	$ 71.9	$ 80.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 6 - CONTROLLER

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$499.9	C.O.O.				$ 64.5	$ 34.1	$ 45.4	$ 56.8
TO	EXEC. V.P.	$ 60.0	$ 11.0	$ 71.0				
$250.0	VICE PRESIDENT	60.0	6.0	66.0				
	VICE PRESIDENT	55.0	25.0	80.0				
	SENIOR V.P.				54.6			
	C.O.O.	53.8	5.0	58.8				
	GROUP EXEC.				52.5			
	GROUP EXEC.	51.0	0.0	51.0				
	C.O.O.	50.0	0.0	50.0		47.0	55.3	63.6
	BOARD OF DIR.	50.0	0.0	50.0		40.0	48.0	55.0
		46.1	3.5	49.6		35.8	44.8	53.8
	SENIOR V.P.	45.5	0.0	45.5				
	VICE PRESIDENT	44.0	6.0	50.0		48.0	64.0	76.8
	EXEC. V.P.				40.7			
	VICE PRESIDENT	40.0	2.0	42.0		36.0	40.0	45.0
	NO IN POSITION: 15							
$ 367.7	WEIGHTED GROUP AVG:	$ 50.5	$ 5.3	$ 55.8	$ 53.1			

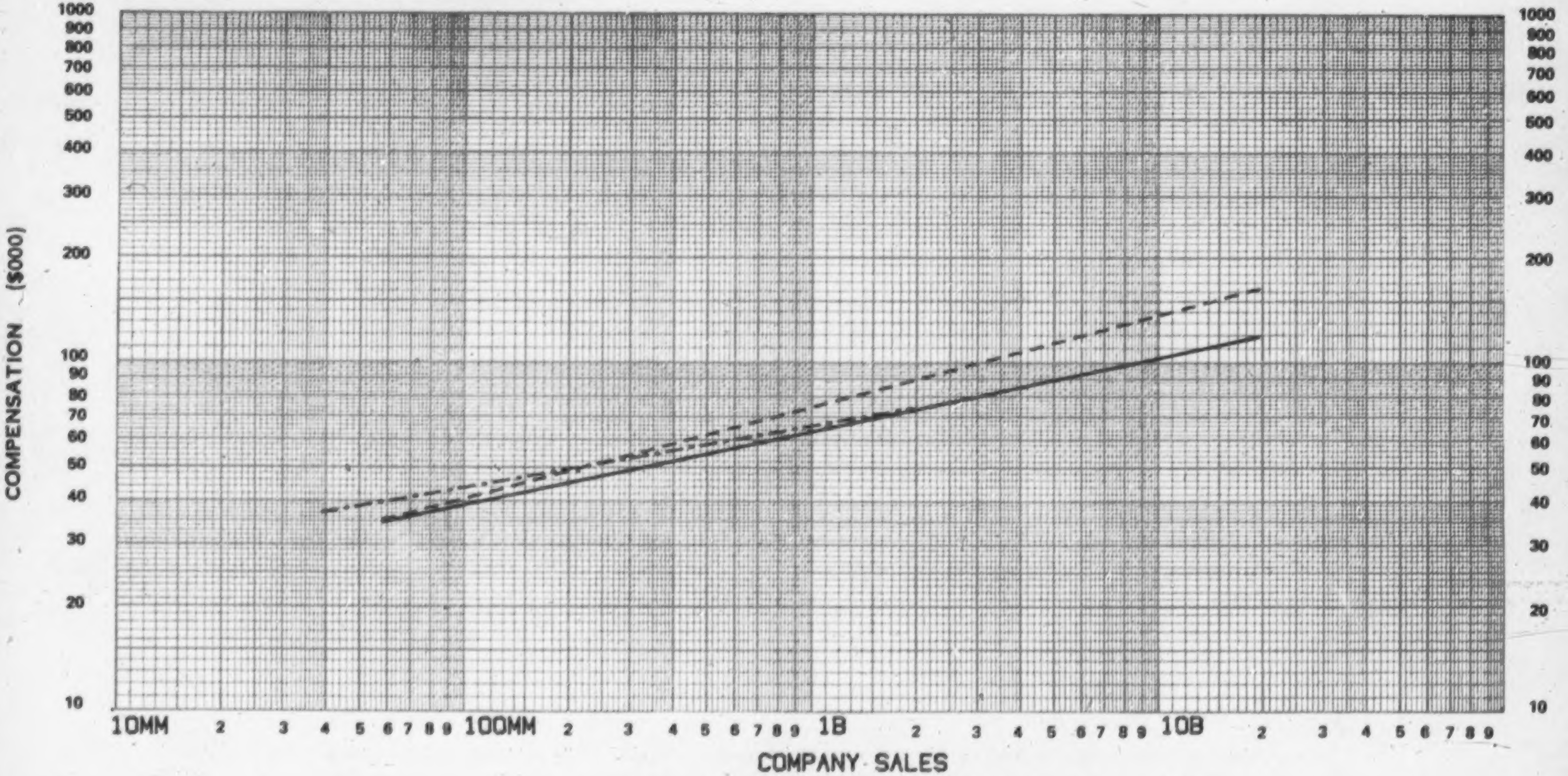
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 6 - CONTROLLER

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$249.9 AND BELOW	CEO/PRESIDENT	$ 70.5	$ 0.0	$ 70.5				
	C.O.O.				$ 60.0			
	C.O.O.	59.5	6.0	65.5				
	VICE PRESIDENT	53.0	13.0	66.0				
	C.O.O.				52.0			
	BOARD OF DIR.				48.8	$ 32.1	$ 40.1	$ 48.1
	VICE PRESIDENT				45.8	40.0	49.0	58.0
	CEO/PRESIDENT				45.8			
	VICE PRESIDENT	45.0	3.0	48.0				
	EXEC. V.P.	45.0	12.0	57.0		43.0	53.8	64.5
	CEO/PRESIDENT	43.1	0.0	43.1				
	GROUP EXEC.				41.9			
	C.O.O.	40.0	2.4	42.4				
	CEO/PRESIDENT	39.0	2.0	41.0				
	CEO/PRESIDENT	38.0	8.1	46.1				
	EXEC. V.P.	37.3	2.9	40.2		36.0	41.2	51.5
	CEO/PRESIDENT	32.0	1.0	33.0				
	BOARD OF DIR.				31.7			
	CEO/PRESIDENT				30.0			
	C.O.O.	27.5	2.5	30.0				
	NO IN POSITION:	20						
$ 117.9	WEIGHTED GROUP AVG:	$ 44.2	$ 4.4	$ 48.6	$ 44.5			
	NO IN POSITION:	77						
$ 1339.2	POSITION AVERAGE:	$ 59.3	$ 11.7	$ 71.0	$ 60.4			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.72	1.19
Bonus Co's Total Comp	- - - - - -	0.75	1.22
Nonbonus Co's Salary	-.-.-.	0.37	1.27



SURVEY POSITION #6 - CONTROLLER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 7 - TOP AUDIT EXECUTIVE

Responsible for the verification of internal accounting, statistical and general corporate records. Determines the reliability and effectiveness of financial managment control systems and implements new systems to assure compliance with corporate accounting's systems, procedures and methods. Responsible for legal compliance and the detection and prevention of fraud. May be the company representative to outside agencies, if necessary.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$1500.0 AND ABOVE	GROUP EXEC.	$119.7	$ 47.9	$167.6		$ 55.3	$ 69.1	$ 82.9
	EXEC. V.P.				$ 77.0	56.3	67.5	81.0
	GROUP EXEC.	77.0	17.6	94.6				
	SENIOR V.P.	74.6	10.0	84.6		48.9	61.1	73.3
	SENIOR V.P.	65.0	14.1	79.1				
	SENIOR V.P.				65.0			
	CEO/PRESIDENT	55.0	24.6	79.6				
		52.0	0.0	52.0		42.2	56.5	70.7
	CEO/PRESIDENT				47.8	38.2	48.2	58.1
	BOARD OF DIR.	47.3	4.6	51.9		43.9	54.8	65.8
	GROUP EXEC.	44.2	4.4	48.6				
	EXEC. V.P.	42.4	5.8	48.2		41.4	55.2	69.0
	NO IN POSITION: 12							
$ 5131.8	WEIGHTED GROUP AVG:	$ 64.1	$ 14.4	$ 78.5	$ 63.3			

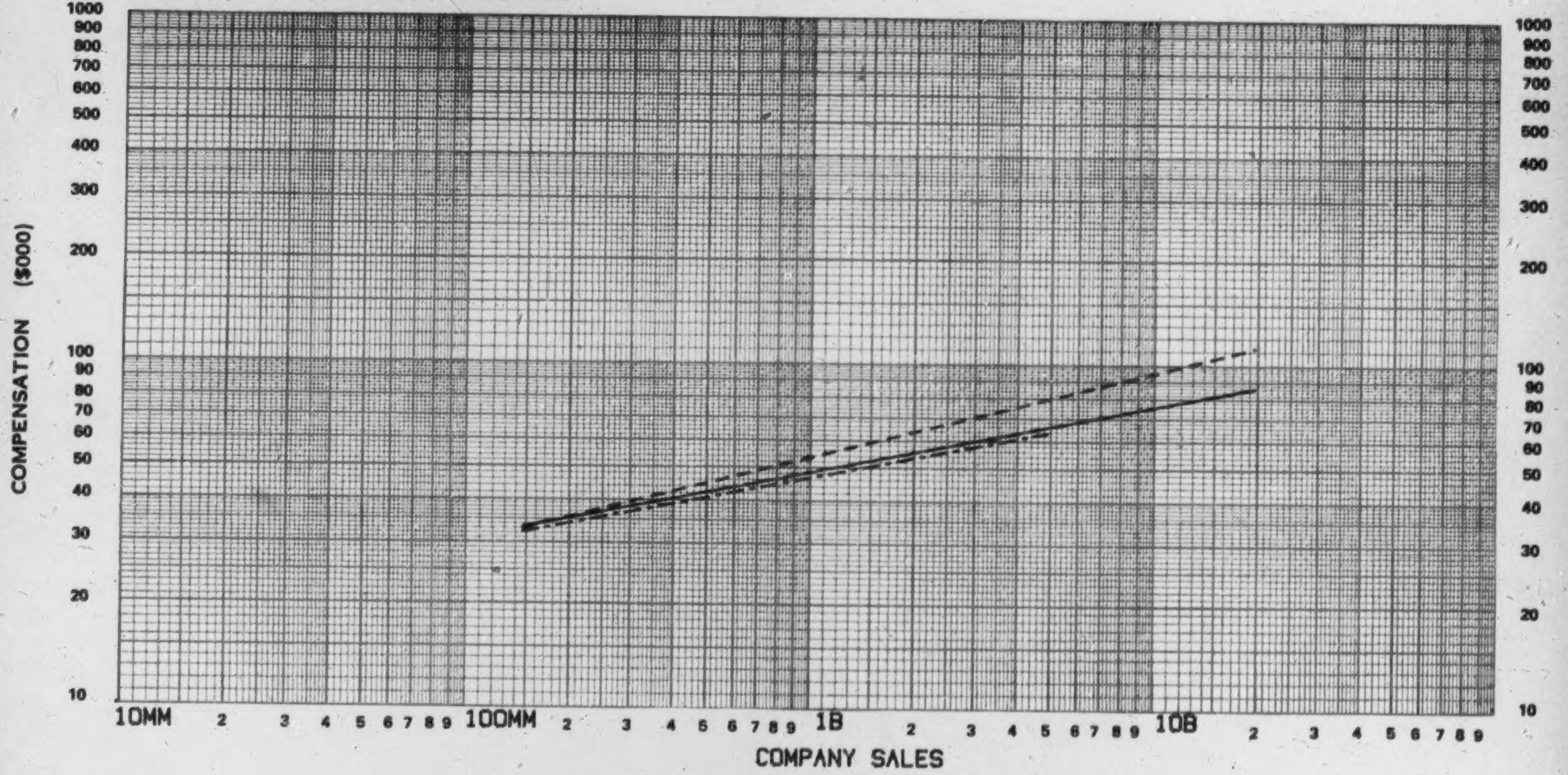
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 7 - TOP AUDIT EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$1499.9	SENIOR V.P.	$ 60.4	$ 4.1	$ 64.5		$ 46.4	$ 58.0	$ 69.6
TO	VICE PRESIDENT	50.0	6.7	56.7		39.6	52.7	65.9
$500.0	CEO/PRESIDENT	45.2	2.5	47.7				
	CEO/PRESIDENT	44.5	0.0	44.5				
	VICE PRESIDENT				$ 41.8	35.8	43.7	51.9
	MANAGER	39.8	3.0	42.8				
	VICE PRESIDENT	38.5	8.0	46.5		30.6	35.8	41.8
	VICE PRESIDENT	38.0	0.0	38.0		30.8	41.0	51.3
	SENIOR V.P.	38.0	0.0	38.0		35.0	46.7	58.3
	EXEC. V.P.				37.8	27.9	34.8	41.8
	EXEC. V.P.				37.2			
	SENIOR V.P.	31.0	2.4	33.4		22.1	28.2	34.4
	NO IN POSITION: 12							
$ 822.8	WEIGHTED GROUP AVG:	$ 42.8	$ 3.0	$ 45.8	$ 38.9			
$499.9	BOARD OF DIR.	$ 53.0	$ 4.0	$ 57.0				
AND BELOW	EXEC. V.P.	45.0	6.3	51.3				
	MANAGER				$ 43.7			
	SENIOR V.P.	40.3	0.0	40.3				
	SENIOR V.P.				39.2			
	GROUP EXEC.				39.0			
		33.7	1.9	35.6		$ 24.8	$ 31.1	$ 37.3
	VICE PRESIDENT				30.0	20.0	24.0	28.0
	SENIOR V.P.				29.0			
	C.O.O.				28.0			
	VICE PRESIDENT	26.0	0.0	26.0				
	C.O.O.				24.7			
	NO IN POSITION: 12							
$ 274.7	WEIGHTED GROUP AVG:	$ 39.6	$ 2.4	$ 42.0	$ 33.4			
	NO IN POSITION: 36							
$ 2076.4	POSITION AVERAGE:	$ 50.5	$ 7.3	$ 57.8	$ 41.6			

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ——	0.43	1.30
Bonus Co's Total Comp ------	0.49	1.36
Nonbonus Co's Salary -·-·-	0.57	1.25

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #7 - TOP AUDIT EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 8 - TOP DATA PROCESSING EXECUTIVE

Directs the data processing function of the corporation or operating company. Analyzes management needs regarding information retrieval, data control and expanded use of computer and data processing equipment in company operations. Provides advice and counsel to management concerning the application of computer techniques to business requirements. Evaluates and oversees divisional/regional data processing operations. Recommends the location, type, size and equipment for data processing installations in divisional/regional organizations. Audits EDP systems and operations within divisional organizations. Maintains contact with professional associations, hardware/software companies, etc., and recommends to management new computer equipment and applications to improve business operations.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$2500.0 AND ABOVE	SENIOR V.P.	$135.0	$ 75.6	$210.6		$111.7	$139.6	$167.5
		132.0	25.0	157.0				
	GROUP EXEC.	110.0	29.5	139.5		92.0	115.0	138.0
	C.O.O.	109.0	27.5	136.5		75.2	100.2	125.3
	EXEC. V.P.	100.0	20.1	120.1		75.0	90.0	107.0
	EXEC. V.P.	96.5	37.0	133.5		67.7	84.6	101.5
	SENIOR V.P.	96.2	20.0	116.2				
	SENIOR V.P.	95.0	23.8	118.8		88.9	111.2	133.5
	C.O.O.				$ 90.0			
	GROUP EXEC.	87.5	39.3	126.8				
	NO IN POSITION:	10						
$ 6128.2	WEIGHTED GROUP AVG:	$106.8	$ 33.1	$139.9	$ 90.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 8 - TOP DATA PROCESSING EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$2499.9	SENIOR V.P.	$110.0	$ 0.0	$110.0		$ 75.1	$100.0	$125.0
TO	GROUP EXEC.	95.0	10.0	105.0				
$1000.0	CEO/PRESIDENT	91.0	0.0	91.0				
	SENIOR V.P.	90.0	10.0	100.0				
	SENIOR V.P.				$ 90.0			
	SENIOR V.P.	81.5	0.0	81.5		49.7	66.2	82.5
	SENIOR V.P.	77.1	12.3	89.4		61.7	77.1	92.6
	C.O.O.				73.7	56.8	72.5	88.1
	VICE PRESIDENT	71.0	10.0	81.0		70.2	87.7	105.2
	CEO/PRESIDENT				70.0	53.6	67.1	80.5
	EXEC. V.P.	67.0	0.0	67.0		53.7	67.1	80.6
	EXEC. V.P.	65.0	0.0	65.0				
	GROUP EXEC.	60.0	4.9	64.9		34.0	53.4	61.5
	DIV. V.P./MGR.	55.0	1.3	56.3				
	NO IN POSITION: 14							
$ 1465.7	WEIGHTED GROUP AVG:	$ 78.4	$ 4.4	$ 82.8	$ 77.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 8 - TOP DATA PROCESSING EXECUTIVE

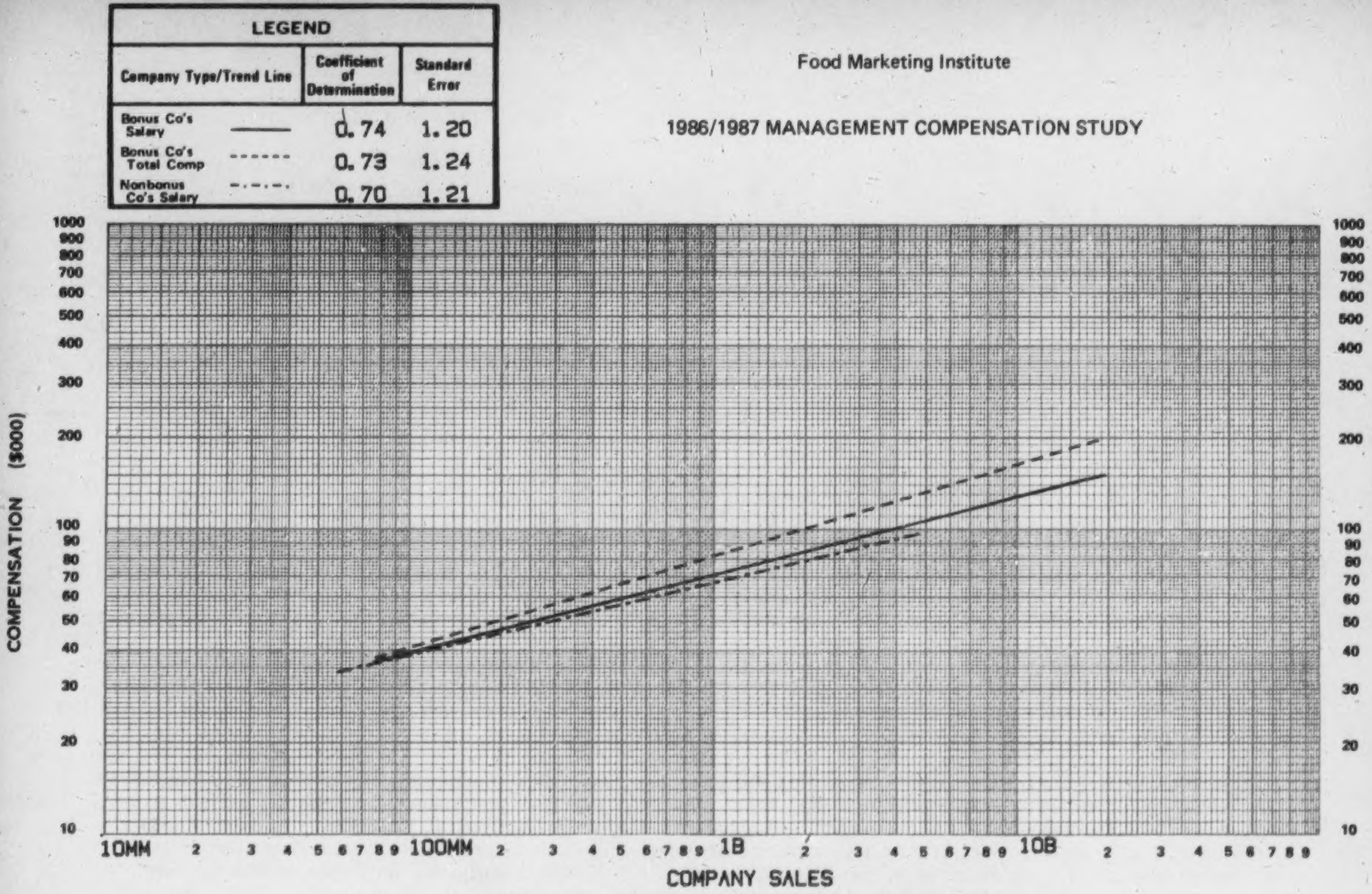
SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$999.9	CEO/PRESIDENT	$ 85.0	$ 20.9	$105.9		$ 56.9	$ 69.3	$ 82.8
TO	VICE PRESIDENT	85.0	24.3	109.3		67.4	84.3	101.2
$500.0	C.O.O.				$ 81.0	67.0	83.8	100.6
	SENIOR V.P.	75.8	5.1	80.9		56.0	70.0	84.0
	EXEC. V.P.	67.5	0.0	67.5		50.6	67.4	84.3
	CEO/PRESIDENT	67.5	15.0	82.5		60.0	70.0	80.0
	SENIOR V.P.	65.0	13.1	78.1		49.9	62.4	74.9
	CEO/PRESIDENT	64.5	8.3	72.8				
	VICE PRESIDENT	61.6	0.6	62.2		47.4	58.2	68.7
		61.0	0.0	61.0		40.7	52.6	64.6
	VICE PRESIDENT	53.0	17.1	70.1		46.5	58.2	69.8
	VICE PRESIDENT	45.0	55.1	100.1				
	NO IN POSITION: 12							
$ 729.0	WEIGHTED GROUP AVG:	$ 66.4	$ 14.5	$ 80.9	$ 81.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 8 - TOP DATA PROCESSING EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$499.9	CEO/PRESIDENT	$ 72.0	$ 10.0	$ 82.0				
TO	EXEC. V.P.	71.5	13.0	84.5				
$250.0	GROUP EXEC.				$ 63.1			
	CEO/PRESIDENT	60.0	0.0	60.0		$ 50.0	$ 60.0	$ 75.0
	VICE PRESIDENT	58.4	5.0	63.4		48.0	64.0	76.8
	SENIOR V.P.				57.0			
	BOARD OF DIR.	50.0	0.0	50.0		40.0	48.0	55.0
	MANAGER				46.8	30.5	40.6	50.8
	ASST. V.P./DIR	46.8	0.0	46.8				
	EXEC. V.P.				46.5			
		46.1	3.9	50.0		35.8	44.8	53.8
	C.O.O.				45.9			
	C.O.O.	45.4	5.5	50.9		41.6	48.9	56.2
	VICE PRESIDENT	44.0	1.6	45.6				
	VICE PRESIDENT	42.0	14.0	56.0				
	SENIOR V.P.				41.6			
	GROUP EXEC.	34.1	0.0	34.1				
	NO IN POSITION: 17							
$ 362.2	WEIGHTED GROUP AVG:	$ 51.8	$ 4.9	$ 56.7	$ 50.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 8 - TOP DATA PROCESSING EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$249.9 AND BELOW	EXEC. V.P.				$ 65.0			
	VICE PRESIDENT	$ 57.5	$ 14.4	$ 71.9				
	VICE PRESIDENT	52.0	10.0	62.0		$ 43.0	$ 53.8	$ 64.5
					46.9			
	C.O.O.				46.6			
	C.O.O.	46.0	2.4	48.4				
	GROUP EXEC.	39.6	0.5	40.1				
	CEO/PRESIDENT				39.0			
	GROUP EXEC.				39.0			
	GROUP EXEC.	36.4	0.0	36.4				
	EXEC. V.P.				34.8			
	C.O.O.	34.5	0.0	34.5				
	BOARD OF DIR.				34.0			
	VICE PRESIDENT				33.0	25.0	29.5	34.0
	BOARD OF DIR.				31.7			
	NO IN POSITION: 15							
$ 133.0	WEIGHTED GROUP AVG:	$ 44.3	$ 4.6	$ 48.9	$ 41.1			
	NO IN POSITION: 68							
$ 1451.5	POSITION AVERAGE:	$ 70.6	$ 12.3	$ 82.9	$ 53.8			



SURVEY POSITION #8 - TOP DATA PROCESSING EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 9 - TOP PERSONNEL EXECUTIVE
W. LABOR RELATIONS

Develops, recommends and implements personnel policies and procedures for the corporation or operating company. Manages personnel function, including employment, compensation, benefits, training, labor relations, and safety/health services. Assures the filling of present and future manpower requirements through the development and implementation of effective recruiting methods and selection techniques. Responsible for the administration of a formalized compensation and benefits program. Oversees the effective negotiation of labor agreements with company unions. Coordinates promotions, transfers and employee placements between company and divisional profit centers. Interprets personnel policy through bulletins, letters and manuals. Advises executives and managers regarding specific personnel problems. Represents the company at meetings of various community organizations and professional groups.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$2500.0	CEO/PRESIDENT	$183.8	$ 41.2	$225.0		$135.0	$163.0	$196.0
AND ABOVE	CEO/PRESIDENT	173.3	29.6	202.9		113.1	150.8	188.5
		134.0	25.0	159.0				
	CEO/PRESIDENT	116.5	54.0	170.5		121.3	151.6	181.9
	SENIOR V.P.				$ 93.0			
	CEO/PRESIDENT	80.3	34.1	114.4		65.8	82.2	98.6
	GROUP EXEC.	55.5	4.8	60.3				
	NO IN POSITION:	7						
$ 6111.7	WEIGHTED GROUP AVG:	$123.9	$ 31.5	$155.4	$ 93.0			
$2499.9	CEO/PRESIDENT	$124.4	$ 0.0	$124.4				
TO	C.O.O.	120.0	15.0	135.0		$109.8	$146.5	$183.1
$1000.0	CEO/PRESIDENT	106.0	19.0	125.0				
	BOARD OF DIR.	100.0	0.0	100.0				
	CEO/PRESIDENT	100.0	0.0	100.0				
	CEO/PRESIDENT	97.0	10.0	107.0		101.0	126.3	151.6
	CEO/PRESIDENT	82.5	16.0	98.5				
	CEO/PRESIDENT	69.0	11.0	80.0		61.7	77.1	92.6
	SENIOR V.P.	60.0	8.1	68.1		34.0	53.4	61.5
	DIV. V.P./MGR.				$ 44.7	36.1	45.4	54.8
	NO IN POSITION:	11						
$ 1535.6	WEIGHTED GROUP AVG:	$ 95.4	$ 8.8	$104.2	$ 44.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 9 - TOP PERSONNEL EXECUTIVE
W. LABOR RELATIONS

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$999.9	CEO/PRESIDENT	$ 85.5	$ 40.3	$125.8		$ 62.6	$ 76.9	$ 90.8
TO	CEO/PRESIDENT	83.0	20.1	103.1		56.9	69.3	82.8
$500.0	C.O.O.	80.8	0.0	80.8		59.3	76.2	93.0
	C.O.O.				$ 80.6			
		62.6	0.0	62.6				
	C.O.O.				60.5			
	CEO/PRESIDENT	60.0	11.5	71.5		55.0	65.0	75.0
	CEO/PRESIDENT	58.5	8.8	67.3				
	CEO/PRESIDENT	51.5	0.0	51.5		44.2	58.9	73.5
	CEO/PRESIDENT	35.0	52.0	87.0				
	NO IN POSITION: 10							
$ 754.5	WEIGHTED GROUP AVG:	$ 64.6	$ 16.6	$ 81.2	$ 70.6			
$499.9		$ 71.6	$ 4.6	$ 76.2		$ 55.6	$ 69.6	$ 83.5
TO	CEO/PRESIDENT	70.0	15.0	85.0		62.0	70.0	88.0
$250.0	CEO/PRESIDENT	70.0	10.0	80.0				
	EXEC. V.P.	60.0	11.0	71.0				
	VICE PRESIDENT	55.2	1.6	56.8				
	C.O.O.				$ 55.1	31.0	41.3	51.6
	SENIOR V.P.				55.0			
	SENIOR V.P.				52.0			
	GROUP EXEC.				51.7			
	BOARD OF DIR.	40.0	0.0	40.0		34.0	42.0	50.0
	NO IN POSITION: 10							
$ 380.1	WEIGHTED GROUP AVG:	$ 61.1	$ 7.1	$ 68.2	$ 53.4			

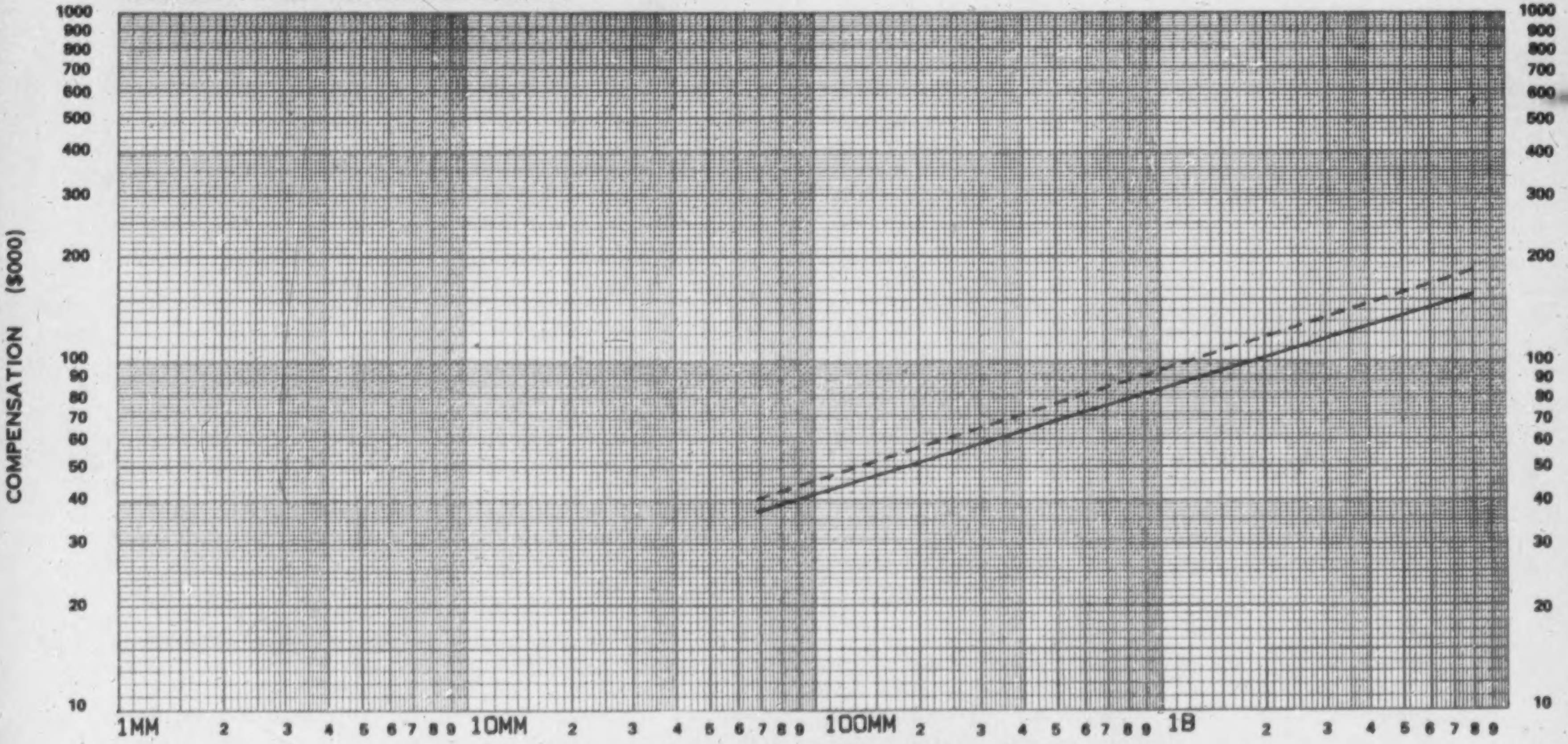
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 9 - TOP PERSONNEL EXECUTIVE W. LABOR RELATIONS

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$249.9 AND BELOW	CEO/PRESIDENT	$ 90.0	$ 18.0	$108.0		$ 65.3	$ 81.6	$ 97.9
	EXEC. V.P.				$ 65.0			
	BOARD OF DIR.				54.6			
	EXEC. V.P.	53.0	0.0	53.0		50.0	60.0	70.0
	C.O.O.	50.0	12.5	62.5				
	C.O.O.	43.0	2.7	45.7				
	C.O.O.	41.0	4.0	45.0				
	EXEC. V.P.	39.1	5.8	44.9		36.0	41.2	46.3
	CEO/PRESIDENT				39.0			
	CEO/PRESIDENT	35.0	2.5	37.5				
	NO IN POSITION: 10							
$ 147.8	WEIGHTED GROUP AVG:	$ 50.2	$ 6.5	$ 56.7	$ 52.9			
	NO IN POSITION: 48							
$ 1510.4	POSITION AVERAGE:	$ 78.8	$ 13.6	$ 92.4	$ 58.0			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.68	1.27
Bonus Co's Total Comp	------	0.65	1.31
Nonbonus Co's Salary	-.-.-.		



COMPANY SALES

SURVEY POSITION #9 - TOP PERSONNEL EXECUTIVE
W. LABOR RELATIONS

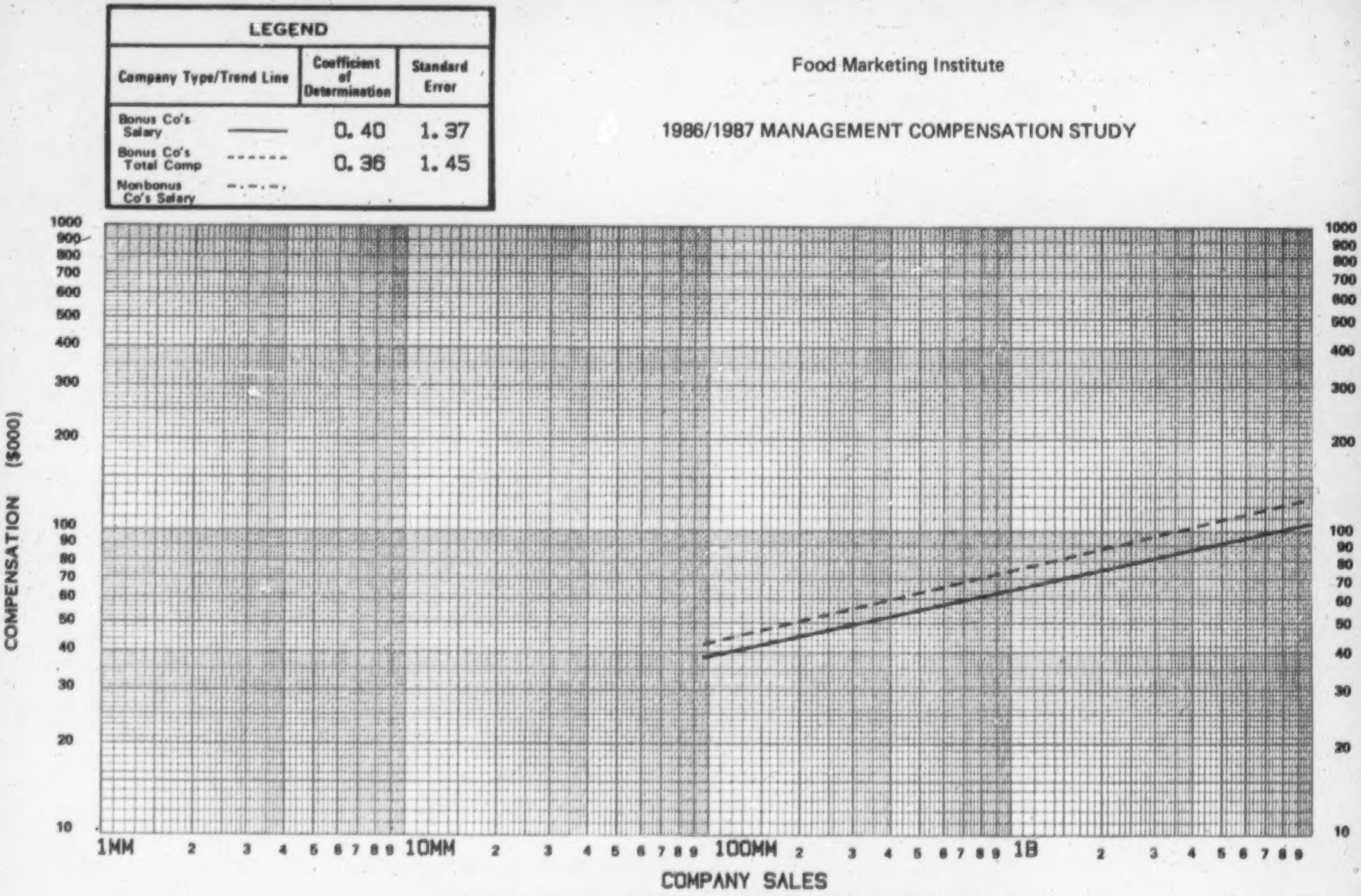
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 10 - TOP PERSONNEL EXECUTIVE
W/O LABOR RELATIONS

Develops, recommends and implements personnel policies and procedures for the corporation or operating company. Manages personnel function, including employment, compensation, benefits, training, safety and health services. Assures the filling of present and future manpower requirements through the development and implementation of effective recruiting methods and selection techniques. Responsible for the administration of a formalized compensation and benefits program. Interprets personnel policy through bulletins, letters and manuals. Advises executives and managers regarding specific personnel problems. Represents the company at meetings of various community organizations and professional groups.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$1500.0 AND ABOVE	EXEC. V.P.	$121.5	$ 41.2	$162.7		$104.0	$130.0	$156.0
	BOARD OF DIR.	108.0	26.1	134.1		88.9	111.2	135.5
	CEO/PRESIDENT	84.0	0.0	84.0				
	EXEC. V.P.	80.0	19.7	99.7		50.6	65.0	83.5
	VICE PRESIDENT	70.2	10.0	80.2		53.8	67.2	80.7
	VICE PRESIDENT	70.0	0.0	70.0		49.7	66.2	82.5
	C.O.O.	58.6	13.0	71.6				
	NO IN POSITION:	7						
$ 3668.0	WEIGHTED GROUP AVG:	$ 84.6	$ 15.7	$100.3				
$1499.9 TO $500.0	CEO/PRESIDENT	$100.0	$ 28.3	$128.3		$ 74.1	$ 92.6	$111.1
	CEO/PRESIDENT	90.0	37.1	127.1		65.8	82.3	98.7
	SENIOR V.P.	66.0	13.0	79.0		49.9	62.4	74.9
	SENIOR V.P.	54.0	3.6	57.6		45.7	57.1	68.5
	SENIOR V.P.	52.5	0.0	52.5		34.0	53.4	61.5
	VICE PRESIDENT	45.5	2.0	47.5		40.3	50.4	60.5
	VICE PRESIDENT	36.2	7.9	44.1				
	DIV. V.P./MGR.	30.4	0.0	30.4				
	NO IN POSITION:	8						
$ 904.5	WEIGHTED GROUP AVG:	$ 59.3	$ 11.5	$ 70.8				

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 10 - TOP PERSONNEL EXECUTIVE W/O LABOR RELATIONS

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$499.9	CEO/PRESIDENT				$ 80.0			
AND BELOW	CEO/PRESIDENT	$ 80.0	$ 6.0	$ 86.0		$ 63.0	$ 84.5	$101.0
	C.O.O.	66.0	8.4	74.4		57.0	67.0	77.1
	CEO/PRESIDENT				56.5			
	CEO/PRESIDENT	55.0	17.5	72.5				
	BOARD OF DIR.	52.9	10.0	62.9				
	CEO/PRESIDENT				46.0			
	CEO/PRESIDENT	43.1	0.0	43.1				
	VICE PRESIDENT	42.0	13.0	55.0				
	BOARD OF DIR.				41.2	31.6	39.5	47.4
	REG. V.P./MGR.	37.7	0.0	37.7				
	GROUP EXEC.				34.8			
	BOARD OF DIR.				33.0			
	VICE PRESIDENT	32.0	2.0	34.0		26.0	32.0	36.0
	VICE PRESIDENT	30.5	4.2	34.7				
	NO IN POSITION:	15						
$ 253.9	WEIGHTED GROUP AVG:	$ 48.8	$ 6.8	$ 55.6	$ 48.6			
	NO IN POSITION:	30						
$ 1224.0	POSITION AVERAGE:	$ 62.8	$ 10.9	$ 73.7	$ 48.6			



SURVEY POSITION #10 - TOP PERSONNEL EXECUTIVE
W/O LABOR RELATIONS

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 11 - TOP LABOR RELATIONS EXECUTIVE

Directs the effective negotiation of labor agreements and performs other labor relations activities, including major grievances, mediation, arbitration and N.L.R.B. matters. Projects labor costs from pending and new labor agreements. Interprets and communicates language of new labor agreement to managers and supervisors.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$2500.0 AND ABOVE	C.O.O.	$131.6	$ 47.1	$178.7		$ 92.0	$115.0	$138.0
	C.O.O.	115.5	58.4	173.9		87.4	109.3	131.2
	BOARD OF DIR.	114.0	28.7	142.7		96.0	120.0	144.0
	VICE PRESIDENT	85.0	19.5	104.5				
	EXEC. V.P.	81.5	13.7	95.2		54.3	72.4	90.5
	SENIOR V.P.	79.5	8.0	87.5				
	SENIOR V.P.	78.0	15.7	93.7		68.0	81.0	98.0
		53.5	16.1	69.6		43.0	53.7	64.4
	VICE PRESIDENT	47.6	6.0	53.6		44.4	55.6	66.7
	NO IN POSITION:	9						
$ 6286.9	WEIGHTED GROUP AVG:	$ 87.4	$ 23.6	$111.0				

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 11 - TOP LABOR RELATIONS EXECUTIVE

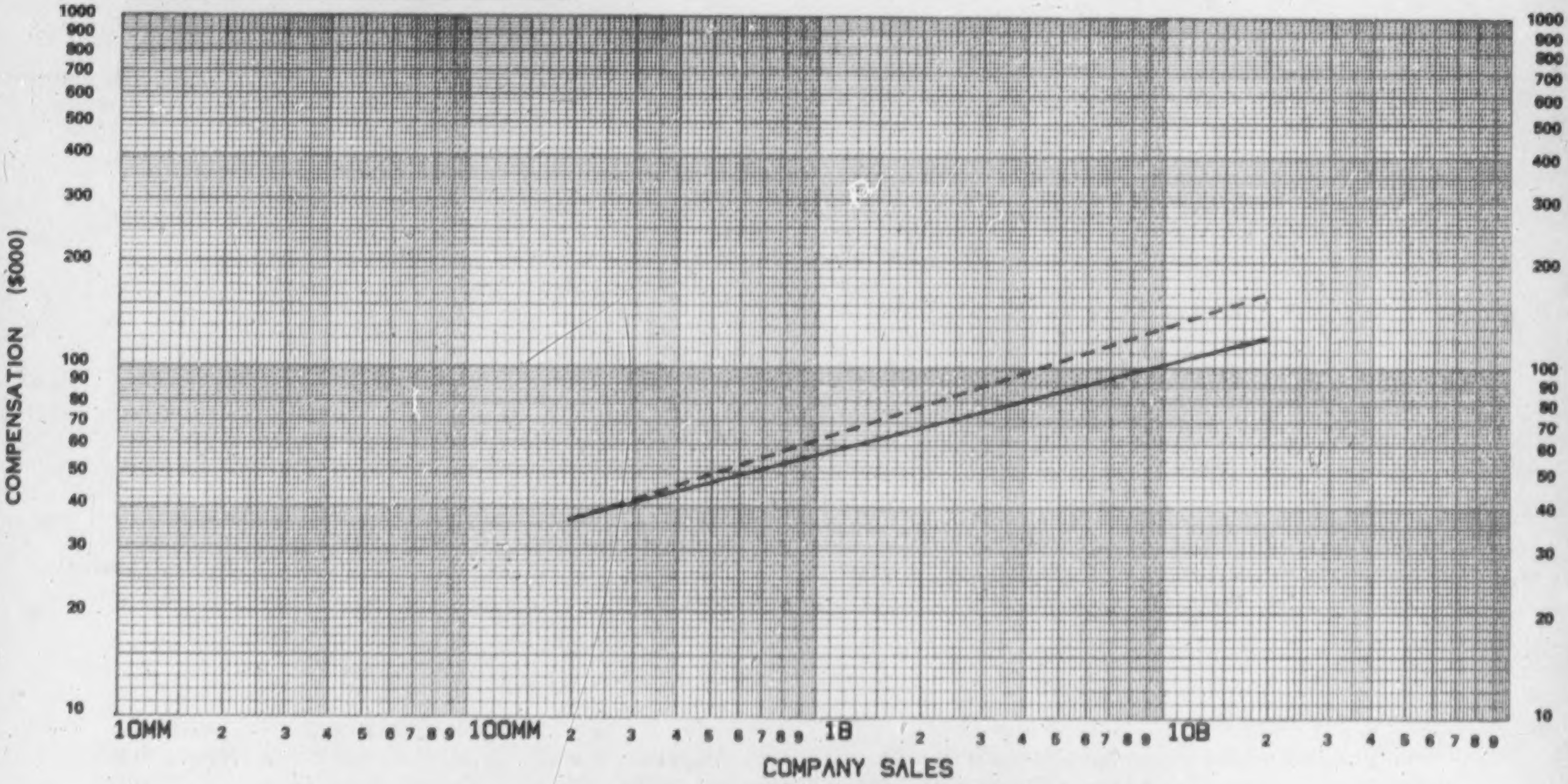
SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$2499.9 AND BELOW	CEO/PRESIDENT	$ 84.0	$ 0.0	$ 84.0				
	SENIOR V.P.				$ 77.5			
	SENIOR V.P.	74.9	18.7	93.6		$ 49.9	$ 62.4	$ 74.9
	VICE PRESIDENT	64.4	0.0	64.4		49.7	66.2	82.5
	VICE PRESIDENT				60.8	41.3	51.9	62.4
	SENIOR V.P.	51.1	4.8	55.9		38.5	51.3	64.2
	VICE PRESIDENT	48.9	2.0	50.9		40.3	50.4	60.5
	VICE PRESIDENT	45.5	4.0	49.5		26.9	35.0	40.3
	C.O.O.	42.4	0.0	42.4				
	CEO/PRESIDENT	37.7	4.7	42.4		25.1	32.3	39.6
	NO IN POSITION: 10							
$ 1108.1	WEIGHTED GROUP AVG:	$ 56.1	$ 4.3	$ 60.4	$ 69.2			

	NO IN POSITION: 19				
$ 3561.2	POSITION AVERAGE:	$ 72.7	$ 14.5	$ 87.2	$ 69.2

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	——	0.62	1.27
Bonus Co's Total Comp	------	0.65	1.32
Nonbonus Co's Salary	-.-.-.		



SURVEY POSITION #11 - TOP LABOR RELATIONS EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 12 - TRAINING & MANAGEMENT DEVELOPMENT EXEC.

Analyzes management development and training needs. Develops, organizes, implements, and may conduct all training and development programs to improve skills, knowledge and performance of staff and store level personnel. May conduct orientation programs for new and newly-promoted employees. Recommends and implements educational and career development opportunities.

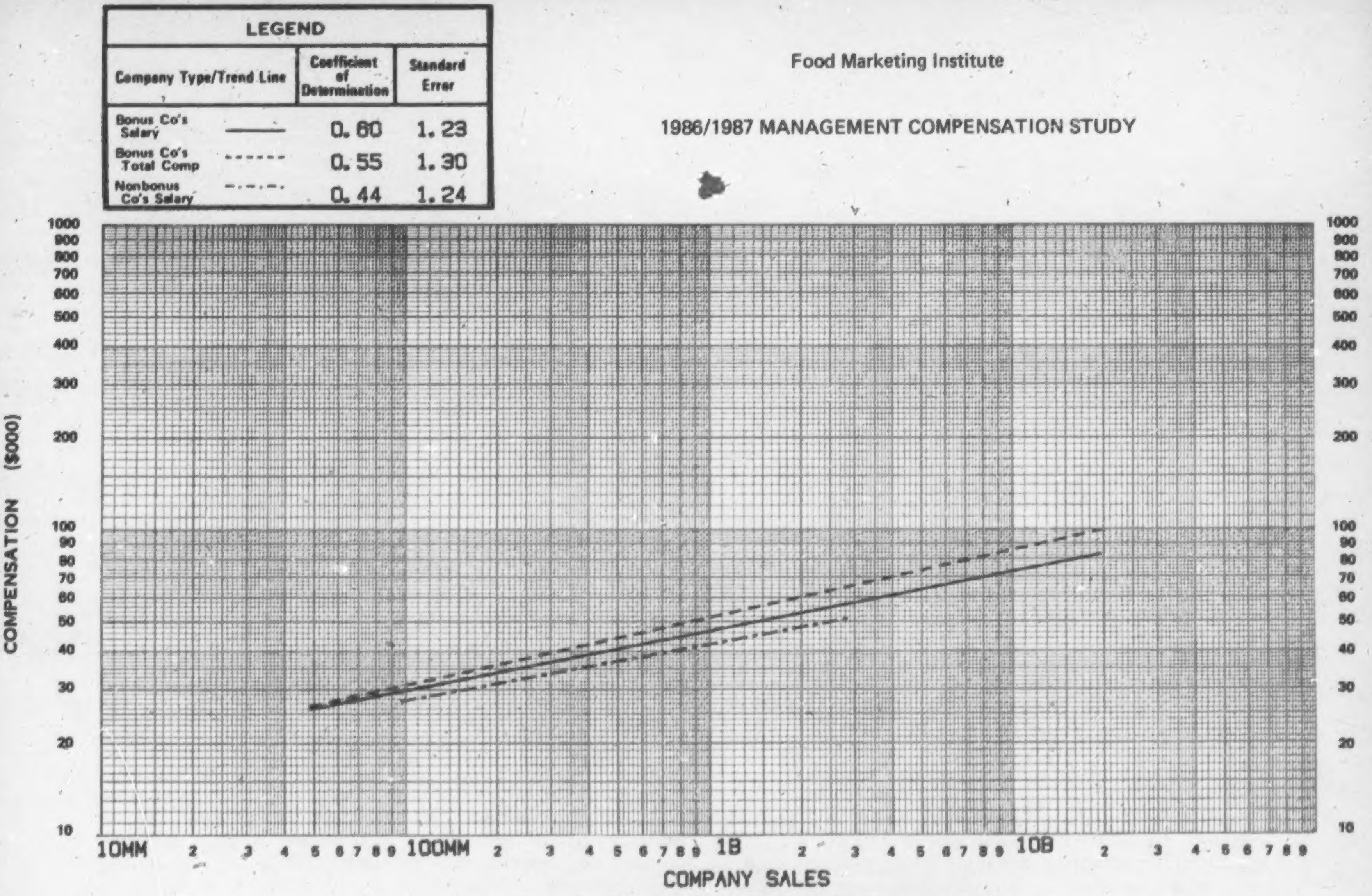
SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$1500.0	VICE PRESIDENT	$115.0	$ 67.9	$182.9		$ 87.4	$109.3	$131.2
AND ABOVE	CEO/PRESIDENT	80.0	14.0	94.0				
	VICE PRESIDENT	79.0	10.1	89.1		54.3	67.9	81.5
	SENIOR V.P.	63.0	6.0	69.0				
	VICE PRESIDENT	58.3	4.0	62.3		44.4	55.6	66.7
	EXEC. V.P.	57.5	7.6	65.1		47.2	62.9	78.6
	SENIOR V.P.				$ 55.0			
	ASST. V.P./DIR				52.0	42.5	52.1	61.7
	ASST. V.P./DIR	49.2	0.0	49.2		34.8	44.4	54.1
	VICE PRESIDENT	47.9	4.0	51.9				
	VICE PRESIDENT	46.7	8.6	55.3		39.5	49.4	59.3
	EXEC. V.P.				45.5	36.1	45.4	54.8
	VICE PRESIDENT				32.6	26.7	34.0	41.3
	NO IN POSITION:	13						
$ 4548.8	WEIGHTED GROUP AVG:	$ 66.3	$ 13.6	$ 79.9	$ 46.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 12 - TRAINING & MANAGEMENT DEVELOPMENT EXEC.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$1499.9	VICE PRESIDENT				$ 59.2	$ 43.2	$ 52.8	$ 62.6
TO	ASST. V.P./DIR	$ 54.1	$ 6.0	$ 60.1		38.3	48.7	59.1
$500.0	VICE PRESIDENT	49.6	13.2	62.8		33.9	42.4	50.9
	VICE PRESIDENT	48.3	7.5	55.8		40.0	50.0	60.0
	SENIOR V.P.	48.3	4.6	52.9		38.5	51.3	64.2
	SENIOR V.P.	48.0	0.0	48.0				
	SENIOR V.P.	46.8	1.2	48.0		38.9	48.6	58.3
	VICE PRESIDENT	45.5	0.0	45.5		35.5	44.4	53.2
	VICE PRESIDENT	42.8	4.8	47.6		35.2	46.9	58.6
	VICE PRESIDENT				42.0	33.5	41.6	49.6
	VICE PRESIDENT				40.3	32.1	39.2	46.4
	EXEC. V.P.	38.5	4.6	43.1		32.6	40.8	48.9
		32.5	0.0	32.5		30.0	37.5	45.0
	VICE PRESIDENT	32.0	7.0	39.0		30.6	35.8	41.8
	VICE PRESIDENT	31.2	2.0	33.2		23.4	28.6	33.0
	NO IN POSITION:	15						
$ 929.6	WEIGHTED GROUP AVG:	$ 43.1	$ 4.3	$ 47.4	$ 47.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 12 - TRAINING & MANAGEMENT DEVELOPMENT EXEC.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$499.9 AND BELOW	VICE PRESIDENT	$ 42.5	$ 10.6	$ 53.1				
		42.4	1.9	44.3		$ 31.4	$ 39.3	$ 47.2
	C.O.O.	41.6	0.0	41.6				
	GROUP EXEC.				$ 41.6			
	VICE PRESIDENT	40.0	3.5	43.5				
					36.6			
	C.O.O.	36.0	1.8	37.8				
	ASST. V.P./DIR				31.8			
	GROUP EXEC.				30.3	25.0	29.5	34.0
	VICE PRESIDENT	30.0	1.0	31.0		25.0	30.0	34.0
	EXEC. V.P.				28.6			
	DIV. V.P./MGR.				26.2	21.5	26.9	32.3
	BOARD OF DIR.				26.0			
	GROUP EXEC.	25.0	2.0	27.0				
	NO IN POSITION: 14							
$ 269.1	WEIGHTED GROUP AVG:	$ 36.8	$ 3.0	$ 39.8	$ 31.6			
	NO IN POSITION: 42							
$ 1829.6	POSITION AVERAGE:	$ 49.0	$ 6.9	$ 55.9	$ 39.1			



LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	——	0.60	1.23
Bonus Co's Total Comp	------	0.55	1.30
Nonbonus Co's Salary	-.-.-.	0.44	1.24

SURVEY POSITION #12 - TRAINING & MANAGEMENT DEVELOPMENT EXEC.

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 13 - TOP DISTRIBUTION EXECUTIVE

Develops and recommends objectives, policies and procedures for managing the corporation's or operating company's warehouse and transportation operations, including incoming freight handling, storage, and outgoing deliveries of merchandise to stores. Directs and controls the planning of physical facilities, including buildings, warehouse equipment, trucks and automotive equipment. Directs purchase of all warehouse and delivery equipment. Audits and recommends warehousing and transportation operational methods to ensure maximum efficiency of product movement.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$2500.0 AND ABOVE	BOARD OF DIR.	$192.5	$ 62.3	$254.8		$131.0	$163.8	$196.5
	C.O.O.	156.0	73.9	229.9		139.0	174.0	209.0
	SENIOR V.P.	133.9	90.8	224.7		87.4	109.3	131.2
	EXEC. V.P.	130.0	31.6	161.6		75.0	90.0	107.0
	C.O.O.	130.0	41.6	171.6		97.1	129.5	161.9
	C.O.O.	93.2	34.0	127.2				
	EXEC. V.P.	92.0	9.4	101.4				
	CEO/PRESIDENT	87.3	36.6	123.9		70.3	87.9	105.5
	CEO/PRESIDENT	75.0	85.6	160.6				
	NO IN POSITION:	10						
$ 6121.0	WEIGHTED GROUP AVG:	$118.2	$ 47.5	$165.7				

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 13 - TOP DISTRIBUTION EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$2499.9 TO $1000.0	EXEC. V.P.	$210.0	$ 41.0	$251.0		$ 82.5	$110.0	$137.5
	CEO/PRESIDENT	132.5	0.0	132.5				
	EXEC. V.P.	115.0	20.0	135.0				
	CEO/PRESIDENT	92.4	0.0	92.4				
	CEO/PRESIDENT	89.2	2.8	92.0		34.0	53.4	61.5
	CEO/PRESIDENT	85.0	15.0	100.0				
	VICE PRESIDENT	73.0	17.5	90.5		50.6	65.0	83.5
	EXEC. V.P.	70.2	13.8	84.0		63.0	78.8	94.6
	SENIOR V.P.	65.0	0.0	65.0				
	CEO/PRESIDENT	64.0	32.0	96.0		61.7	77.1	92.6
	DIV. V.P./MGR.				$ 62.4	50.6	64.5	78.4
	EXEC. V.P.	59.6	5.0	64.6		44.1	55.2	66.2
	C.O.O.	45.0	6.1	51.1				
	NO IN POSITION: 15							
$ 1505.6	WEIGHTED GROUP AVG:	$ 91.5	$ 12.0	$103.5	$ 62.4			
$999.9 TO $750.0	CEO/PRESIDENT				$179.0			
	C.O.O.	$110.0	$ 0.0	$110.0		$ 73.6	$ 96.1	$118.6
	C.O.O.	102.0	29.2	131.2		80.0	100.1	120.1
	VICE PRESIDENT	100.0	29.6	129.6		72.4	89.9	107.4
	C.O.O.	82.9	14.3	97.2		65.8	82.3	98.8
	CEO/PRESIDENT	73.5	17.0	90.5		60.0	70.0	80.0
	NO IN POSITION: 6							
$ 822.4	WEIGHTED GROUP AVG:	$ 93.7	$ 18.0	$111.7	$179.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 13 - TOP DISTRIBUTION EXECUTIVE

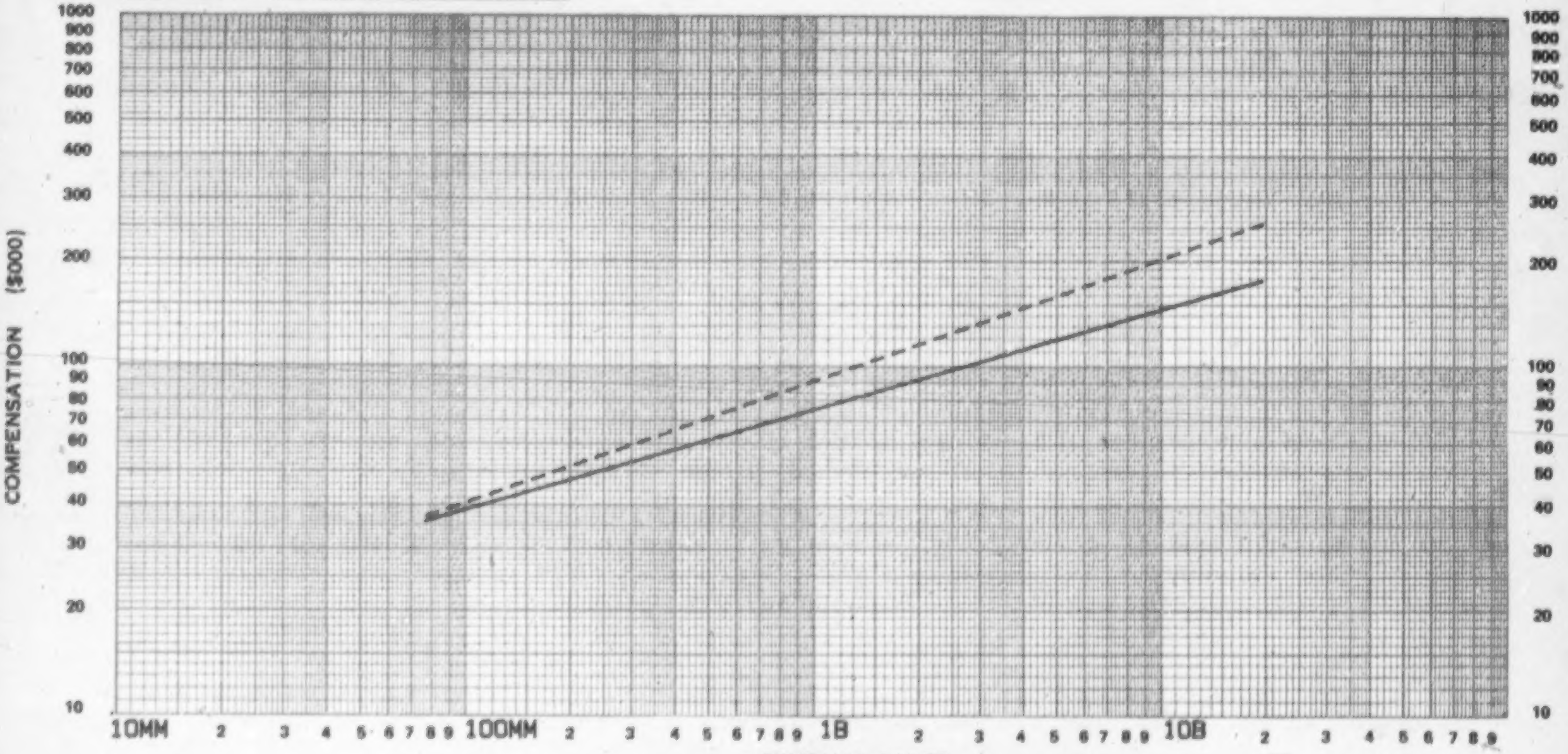
SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$749.9	CEO/PRESIDENT	$ 78.0	$ 41.2	$119.2		$ 54.5	$ 66.9	$ 79.0
TO	C.O.O.				$ 63.9			
$500.0	CEO/PRESIDENT	57.2	12.7	69.9				
	VICE PRESIDENT	50.0	18.8	68.8		39.9	49.8	59.8
	CEO/PRESIDENT	46.4	0.0	46.4		38.8	52.0	64.5
	VICE PRESIDENT	43.1	12.1	55.2				
	CEO/PRESIDENT	35.0	60.0	95.0				
	NO IN POSITION:	7						
$ 640.4	WEIGHTED GROUP AVG:	$ 51.6	$ 24.2	$ 75.8	$ 63.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 13 - TOP DISTRIBUTION EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$499.9	CEO/PRESIDENT				$ 86.1			
AND BELOW		$ 73.2	$ 0.0	$ 73.2				
	VICE PRESIDENT	70.2	7.5	77.7				
	CEO/PRESIDENT	70.0	10.0	80.0				
	CEO/PRESIDENT				62.0			
	C.O.O.				60.5	$ 39.7	$ 52.9	$ 66.1
	CEO/PRESIDENT	58.2	11.7	69.9		26.3	34.7	43.0
	SENIOR V.P.				56.0			
	CEO/PRESIDENT	54.2	6.5	60.7				
	VICE PRESIDENT	52.0	20.0	72.0		37.4	46.8	56.1
	CEO/PRESIDENT	52.0	6.0	58.0		48.0	64.0	76.8
	CEO/PRESIDENT	46.0	0.0	46.0				
	EXEC. V.P.				46.0			
	EXEC. V.P.				44.6			
	EXEC. V.P.	43.5	6.2	49.7				
	BOARD OF DIR.	41.9	0.0	41.9		29.3	36.7	44.0
	CEO/PRESIDENT				41.0			
	C.O.O.	40.0	3.5	43.5				
	CEO/PRESIDENT	31.0	1.5	32.5				
	NO IN POSITION: 20							
$ 307.7	WEIGHTED GROUP AVG:	$ 54.3	$ 5.6	$ 59.9	$ 56.6			
	NO IN POSITION: 58							
$ 1713.2	POSITION AVERAGE:	$ 82.0	$ 20.0	$102.0	$ 69.4			

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	——	0.89	1.26
Bonus Co's Total Comp	------	0.74	1.29
Nonbonus Co's Salary	-·-·-·		



SURVEY POSITION #13 - TOP DISTRIBUTION EXECUTIVE

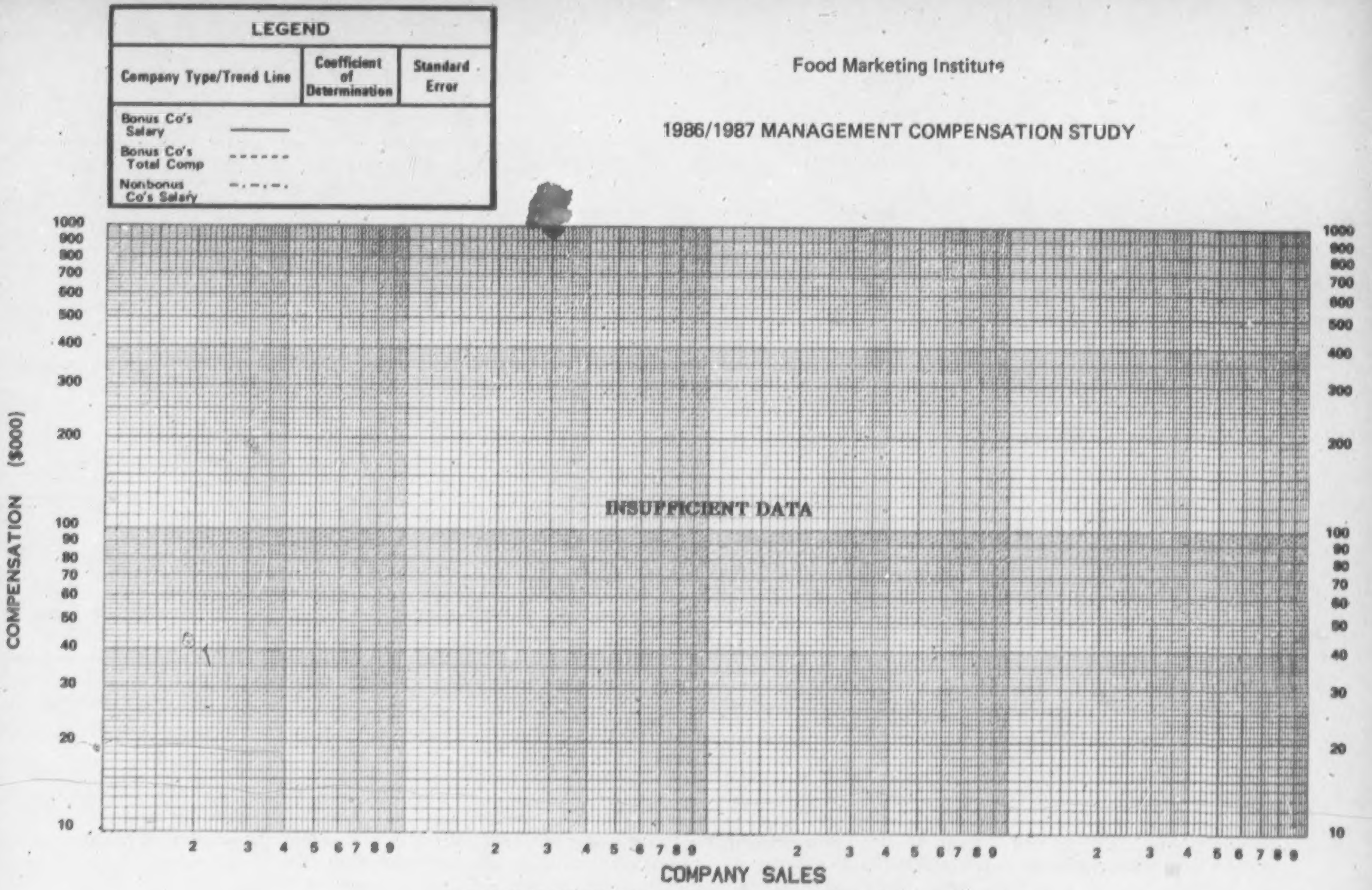
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 14 - TOP CONSTRUCT. & MAINT. EXEC. W. REAL EST.

Directs and controls the corporation's or operating company's real estate, construction, and maintenance functions. Oversees site selection, lease arrangements, and purchase/sale of real property; supervises new and remodeled store construction, including architectural design, construction contract awards, and control of construction costs; provides equipment planning and layout services for stores, warehouses, and other facilities. Assists in the purchase of store and warehouse equipment and fixtures. Oversees the maintenance and repair of equipment and fixtures.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$750.0 AND ABOVE	CEO/PRESIDENT	$150.0	$ 20.0	$170.0		$113.4	$141.7	$170.0
		145.0	30.0	175.0				
	CEO/PRESIDENT	115.0	31.6	146.6		86.7	108.3	130.0
	VICE PRESIDENT	110.0	33.0	143.0		82.1	102.7	123.2
	CEO/PRESIDENT	90.0	20.0	110.0				
	CEO/PRESIDENT	85.0	42.5	127.5		75.9	95.2	145.3
	CEO/PRESIDENT	69.0	12.0	81.0				
	NO IN POSITION: 7							
$ 1861.1	WEIGHTED GROUP AVG:	$109.1	$ 27.1	$136.2				
$749.9 AND BELOW	CEO/PRESIDENT	$ 60.3	$ 11.9	$ 72.2		$ 47.4	$ 58.2	$ 68.7
		59.8	0.0	59.8				
	CEO/PRESIDENT	55.0	6.0	61.0		48.0	64.0	76.8
	BOARD OF DIR.				$ 54.0			
	BOARD OF DIR.				52.0			
	C.O.O.	48.4	6.2	54.6		43.5	51.2	58.8
	C.O.O.	40.0	4.0	44.0		38.0	40.0	46.0
	NO IN POSITION: 7							
$ 321.9	WEIGHTED GROUP AVG:	$ 52.7	$ 5.6	$ 58.3	$ 53.0			
	NO IN POSITION: 14							
$ 1091.5	POSITION AVERAGE:	$ 85.6	$ 18.1	$103.7	$ 53.0			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #14 - TOP CONSTRUCT. & MAINT.
EXEC. W. REAL EST.

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 14 - TOP CONSTRUCT. & MAINT.
EXEC. W. REAL EST.

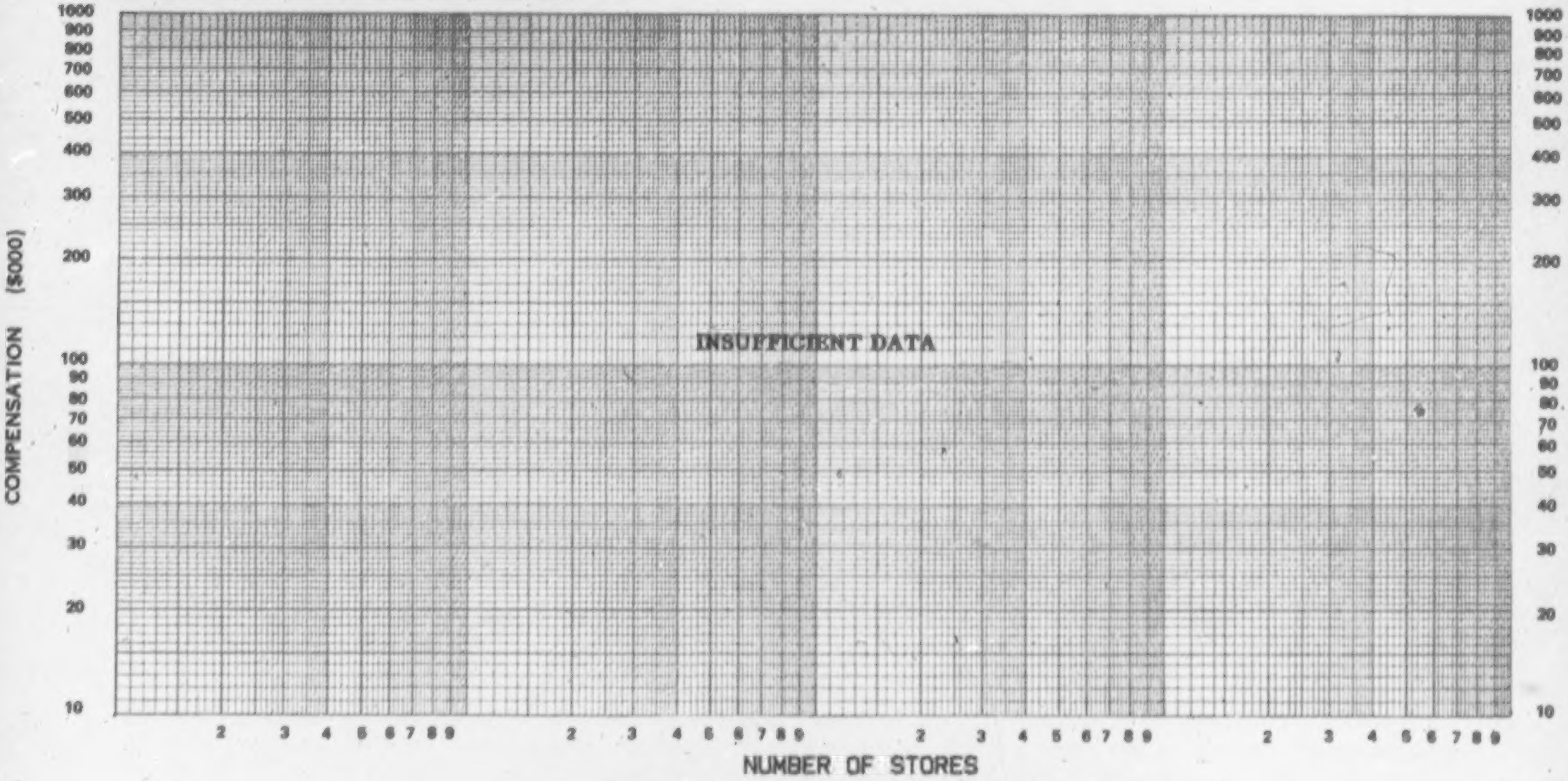
Directs and controls the corporation's or operating company's real estate, construction, and maintenance functions. Oversees site selection, lease arrangements, and purchase/sale of real property; supervises new and remodeled store construction, including architectural design, construction contract awards, and control of construction costs; provides equipment planning and layout services for stores, warehouses, and other facilities. Assists in the purchase of store and warehouse equipment and fixtures. Oversees the maintenance and repair of equipment and fixtures.

SCOPE NUMBER OF STORES	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
75 AND ABOVE	CEO/PRESIDENT	$150.0	$ 20.0	$170.0		$113.4	$141.7	$170.0
		145.0	30.0	175.0				
	CEO/PRESIDENT	115.0	31.6	146.6		86.7	108.3	130.0
	VICE PRESIDENT	110.0	33.0	143.0		82.1	102.7	123.2
	CEO/PRESIDENT	69.0	12.0	81.0				
	CEO/PRESIDENT	60.3	11.9	72.2		47.4	58.2	68.7
	NO IN POSITION:	6						
243.8	WEIGHTED GROUP AVG:	$108.2	$ 23.1	$131.3				
74 AND BELOW	CEO/PRESIDENT	$ 90.0	$ 20.0	$110.0				
	CEO/PRESIDENT	85.0	42.5	127.5		$ 75.9	$ 95.2	$145.3
		59.8	0.0	59.8				
	CEO/PRESIDENT	55.0	6.0	61.0		48.0	64.0	76.8
	BOARD OF DIR.				$ 54.0			
	BOARD OF DIR.				52.0			
	C.O.O.	48.4	6.2	54.6		43.5	51.2	58.8
	C.O.O.	40.0	4.0	44.0		38.0	40.0	46.0
	NO IN POSITION:	8						
24	WEIGHTED GROUP AVG:	$ 63.0	$ 13.2	$ 76.2	$ 53.0			
	NO IN POSITION:	14						
118	POSITION AVERAGE:	$ 85.6	$ 18.1	$103.7	$ 53.0			

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———		
Bonus Co's Total Comp ------		
Nonbonus Co's Salary -.-.-.		

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #14 - TOP CONSTRUCT. & MAINT.
EXEC. W. REAL EST.

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 15 - TOP CONSTRUCT. & MAINT. EXEC. W/O REAL EST.

Directs the corporation's or operating company's new and remodeled store construction, including architectural design, construction contract awards, and control of construction costs. Provides equipment planning and layout services for stores, warehouses, and other facilities; assists in the purchase of store and warehouse equipment and fixtures. Oversees the maintenance and repair of equipment and fixtures.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$2500.0 AND ABOVE	SENIOR V.P.	$106.0	$ 20.0	$126.0				
	GROUP EXEC.	102.4	48.2	150.6		$ 77.6	$ 97.0	$116.4
	CEO/PRESIDENT	100.0	150.0	250.0				
	SENIOR V.P.	96.0	23.2	119.2		89.0	111.2	133.5
	C.O.O.				$ 85.4			
	VICE PRESIDENT				76.6	58.0	69.6	83.5
	CEO/PRESIDENT	71.5	28.0	99.5		53.7	67.1	80.5
	VICE PRESIDENT				43.5			
	NO IN POSITION: 8							
$ 5844.7	WEIGHTED GROUP AVG:	$ 95.2	$ 53.9	$149.1	$ 68.5			
$2499.9 TO $1000.0	EXEC. V.P.				$100.0			
	CEO/PRESIDENT	$ 94.0	$ 0.0	$ 94.0				
	CEO/PRESIDENT	70.5	0.0	70.5				
	EXEC. V.P.	67.1	0.0	67.1		$ 53.7	$ 67.1	$ 80.6
	VICE PRESIDENT	66.0	16.2	82.2		50.6	65.0	83.5
	VICE PRESIDENT	57.0	3.0	60.0		44.1	55.2	66.2
	VICE PRESIDENT	52.0	3.0	55.0				
	VICE PRESIDENT	50.5	5.1	55.6		38.5	51.3	64.2
	DIV. V.P./MGR.	38.5	0.0	38.5				
	NO IN POSITION: 9							
$ 1436.6	WEIGHTED GROUP AVG:	$ 62.0	$ 3.4	$ 65.4	$100.0			

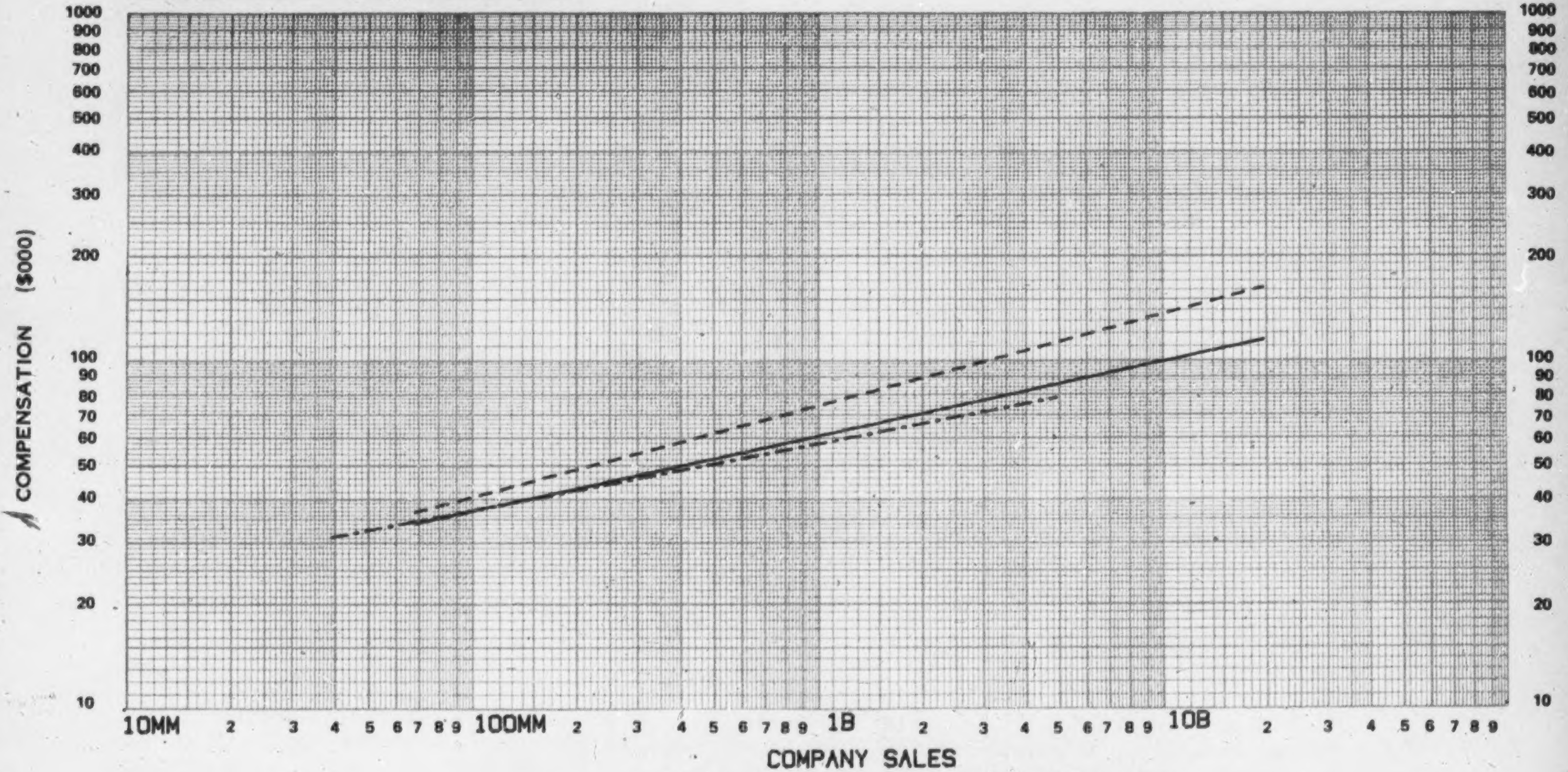
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 15 - TOP CONSTRUCT. & MAINT. EXEC. W/O REAL EST.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$999.9	CEO/PRESIDENT				$ 87.4	$ 67.0	$ 83.8	$100.6
TO	SENIOR V.P.	$ 66.5	$ 12.7	$ 79.2		49.9	62.4	74.9
$500.0	CEO/PRESIDENT	63.6	4.4	68.0		65.8	82.3	98.8
	VICE PRESIDENT	58.0	9.0	67.0		50.4	67.2	84.0
	C.O.O.	57.3	0.0	57.3		47.6	60.3	72.9
	VICE PRESIDENT				55.0	47.4	58.2	68.7
	VICE PRESIDENT	53.0	17.8	70.8		39.9	49.8	59.8
	CEO/PRESIDENT	53.0	12.9	65.9				
	CEO/PRESIDENT	45.2	29.6	74.8				
	VICE PRESIDENT	41.0	4.8	45.8		35.0	43.0	50.0
	CEO/PRESIDENT	35.0	75.0	110.0				
	NO IN POSITION: 11							
$ 725.7	WEIGHTED GROUP AVG:	$ 52.5	$ 18.5	$ 71.0	$ 71.2			
$499.9	CEO/PRESIDENT	$ 71.6	$ 13.6	$ 85.2				
TO		55.0	3.0	58.0		$ 40.3	$ 50.4	$ 60.4
$250.0	SENIOR V.P.	52.0	5.0	57.0				
	GROUP EXEC.				$ 50.7			
		49.4	0.0	49.4				
	CEO/PRESIDENT	47.5	0.8	48.3				
	CEO/PRESIDENT				43.5			
	MANAGER				42.1	32.5	43.4	54.1
	C.O.O.				39.0			
	VICE PRESIDENT	38.9	6.0	44.9		26.3	34.6	42.9
	BOARD OF DIR.	37.0	0.0	37.0		29.3	36.7	44.0
	C.O.O.				35.4			
	SENIOR V.P.				32.2			
	NO IN POSITION: 13							
$ 379.4	WEIGHTED GROUP AVG:	$ 50.2	$ 4.1	$ 54.3	$ 40.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 15 - TOP CONSTRUCT. & MAINT. EXEC. W/C REAL EST.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$249.9 AND BELOW	C.O.O.	$120.0	$ 36.0	$156.0				
	EXEC. V.P.	69.5	10.3	79.8		$ 41.2	$ 46.3	$ 51.5
	VICE PRESIDENT				$ 51.5	40.0	49.0	58.0
	C.O.O.				47.3			
	CEO/PRESIDENT	45.0	15.0	60.0		49.5	61.9	74.2
	CEO/PRESIDENT				39.0			
	C.O.O.	35.0	5.0	40.0				
	CEO/PRESIDENT	33.5	0.0	33.5				
	C.O.O.	31.0	3.0	34.0				
	EXEC. V.P.				27.3			
	NO IN POSITION: 11							
$ 121.3	WEIGHTED GROUP AVG:	$ 55.7	$ 11.5	$ 67.2	$ 38.5			
	NO IN POSITION: 52							
$ 1421.9	POSITION AVERAGE:	$ 60.8	$ 16.1	$ 76.9	$ 52.0			

LEGEND			
Company Type/Trend Line		**Coefficient of Determination**	**Standard Error**
Bonus Co's Salary	———	0.57	1.25
Bonus Co's Total Comp	------	0.52	1.36
Nonbonus Co's Salary	-.-.-.	0.42	1.35



SURVEY POSITION #15 - TOP CONSTRUCT. & MAINT.
EXEC. W/O REAL EST.

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 15 - TOP CONSTRUCT. & MAINT. EXEC. W/O REAL EST.

Directs the corporation's or operating company's new and remodeled store construction, including architectural design, construction contract awards, and control of construction costs. Provides equipment planning and layout services for stores, warehouses, and other facilities; assists in the purchase of store and warehouse equipment and fixtures. Oversees the maintenance and repair of equipment and fixtures.

SCOPE NUMBER OF STORES	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
100 AND ABOVE	SENIOR V.P.	$106.0	$ 20.0	$126.0				
	EXEC. V.P.				$100.0			
	VICE PRESIDENT				76.6	$ 58.0	$ 69.6	$ 83.5
	EXEC. V.P.	67.1	0.0	67.1		53.7	67.1	80.6
	VICE PRESIDENT	66.0	16.2	82.2		50.6	65.0	83.5
	VICE PRESIDENT	41.0	4.8	45.8		35.0	43.0	50.0
	NO IN POSITION:	6						
224.3	WEIGHTED GROUP AVG:	$ 70.0	$ 10.3	$ 80.3	$ 88.3			

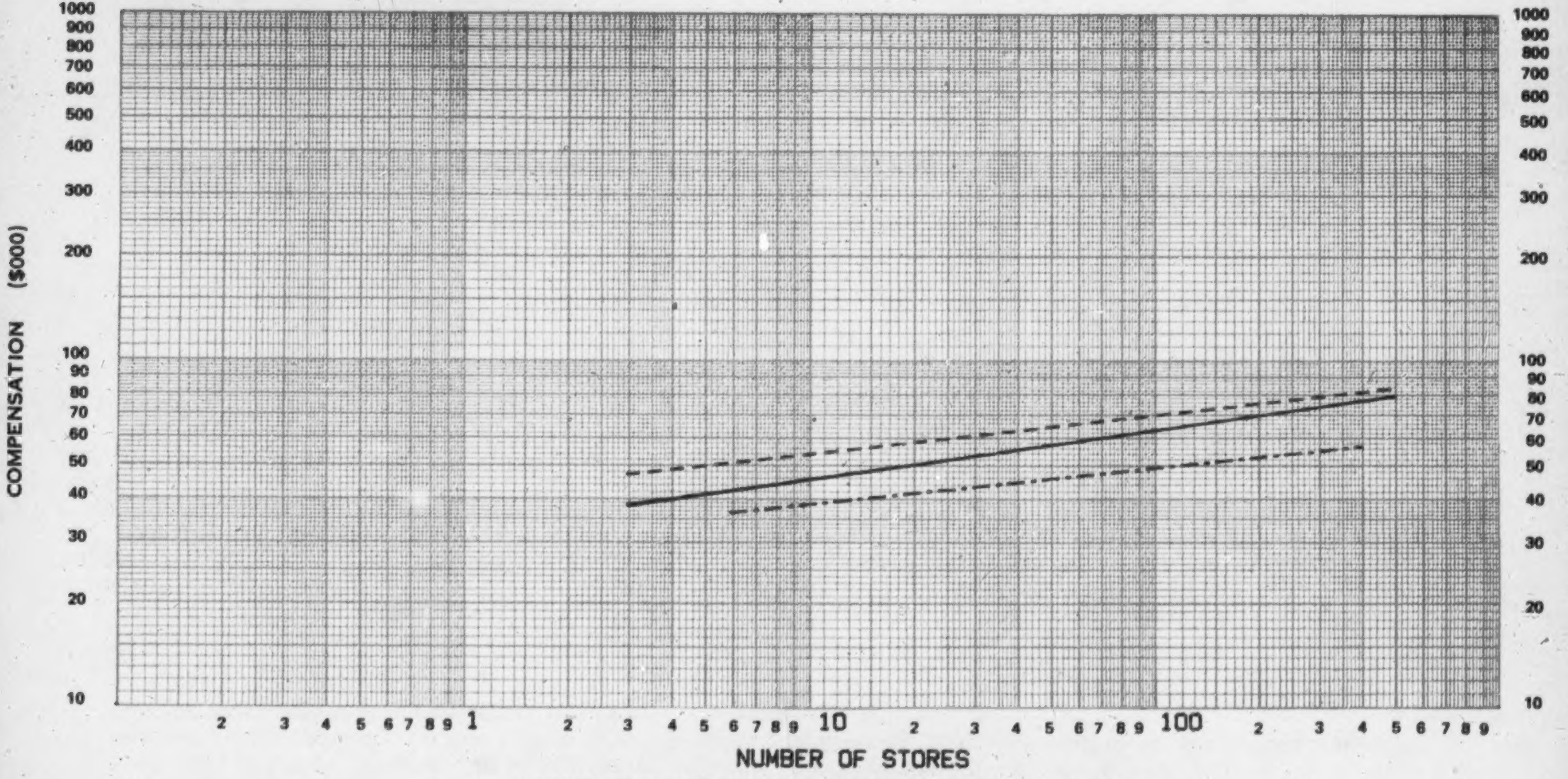
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 15 - TOP CONSTRUCT. & MAINT. EXEC. W/O REAL EST.

SCOPE NUMBER OF STORES	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
99.9	CEO/PRESIDENT	$ 94.0	$ 0.0	$ 94.0				
TO	CEO/PRESIDENT	71.6	13.6	85.2				
50.0	CEO/PRESIDENT	70.5	0.0	70.5				
	CEO/PRESIDENT	63.6	4.4	68.0		$ 65.8	$ 82.3	$ 98.8
	C.O.O.	57.3	0.0	57.3		47.6	60.3	72.9
	VICE PRESIDENT	57.0	3.0	60.0		44.1	55.2	66.2
	VICE PRESIDENT				$ 55.0	47.4	58.2	68.7
	SENIOR V.P.	52.0	5.0	57.0				
	GROUP EXEC.				50.7			
	VICE PRESIDENT	50.5	5.1	55.6		38.5	51.3	64.2
	CEO/PRESIDENT				43.5			
	MANAGER				42.1	32.5	43.4	54.1
	BOARD OF DIR.	37.0	0.0	37.0		29.3	36.7	44.0
	CEO/PRESIDENT	35.0	75.0	110.0				
	SENIOR V.P.				32.2			
	NO IN POSITION:	15						
68.2	WEIGHTED GROUP AVG:	$ 58.8	$ 10.6	$ 69.5	$ 44.7			
49.9	CEO/PRESIDENT				$ 87.4	$ 67.0	$ 83.8	$100.6
TO	SENIOR V.P.	$ 66.5	$ 12.7	$ 79.2		49.9	62.4	74.9
25.0	VICE PRESIDENT	53.0	17.8	70.8		39.9	49.8	59.8
	CEO/PRESIDENT	53.0	12.9	65.9				
		49.4	0.0	49.4				
	CEO/PRESIDENT	47.5	0.8	48.3				
	C.O.O.				39.0			
	C.O.O.				35.4			
	CEO/PRESIDENT	33.5	0.0	33.5				
	C.O.O.	31.0	3.0	34.0				
	NO IN POSITION:	10						
36.0	WEIGHTED GROUP AVG:	$ 47.7	$ 6.7	$ 54.4	$ 53.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 15 - TOP CONSTRUCT. & MAINT. EXEC. W/O REAL EST.

SCOPE NUMBER OF STORES	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
24.9 AND BELOW	C.O.O.	$120.0	$ 36.0	$156.0				
	EXEC. V.P.	69.5	10.3	79.8		$ 41.2	$ 46.3	$ 51.5
		55.0	3.0	58.0		40.3	50.4	60.4
	VICE PRESIDENT				$ 51.5	40.0	49.0	58.0
	C.O.O.				47.3			
	CEO/PRESIDENT	45.2	29.6	74.8				
	CEO/PRESIDENT	45.0	15.0	60.0		49.5	61.9	74.2
	VICE PRESIDENT				43.5			
	CEO/PRESIDENT				39.0			
	C.O.O.	35.0	5.0	40.0				
	EXEC. V.P.				27.3			
	NO IN POSITION: 12							
12.8	WEIGHTED GROUP AVG:	$ 61.6	$ 16.5	$ 78.1	$ 39.3			
NO SCOPE REPORTED	GROUP EXEC.	$102.4	$ 48.2	$150.6		$ 77.6	$ 97.0	$116.4
	CEO/PRESIDENT	100.0	150.0	250.0				
	SENIOR V.P.	96.0	23.2	119.2		89.0	111.2	133.5
	C.O.O.				$ 85.4			
	CEO/PRESIDENT	71.5	28.0	99.5		53.7	67.1	80.5
	VICE PRESIDENT	58.0	9.0	67.0		50.4	67.2	84.0
	VICE PRESIDENT	52.0	3.0	55.0				
	VICE PRESIDENT	38.9	6.0	44.9		26.3	34.6	42.9
	DIV. V.P./MGR.	38.5	0.0	38.5				
	NO IN POSITION: 9							
	WEIGHTED GROUP AVG:	$ 69.7	$ 33.4	$103.1	$ 85.4			
	NO IN POSITION: 52							
67.0	POSITION AVERAGE:	$ 60.8	$ 16.1	$ 76.9	$ 52.0			

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.30	1.26
Bonus Co's Total Comp	------	0.17	1.30
Nonbonus Co's Salary	-·-·-·	0.23	1.27



SURVEY POSITION #15 - TOP CONSTRUCT. & MAINT. EXEC. W/O REAL EST.

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 16 - TOP REAL ESTATE EXECUTIVE

Directs and controls the corporation's or operating company's real estate function. Responsible for new store site evaluation and acquisition, leasing arrangements for stores, warehouses and other facilities. Negotiates the purchase and sale of real property. Approves real estate documents and taxes. Maintains contacts with real estate brokers, building development firms, and state, county and governmental agencies.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$1500.0 AND ABOVE	GROUP EXEC.	$155.9	$ 70.1	$226.0		$124.7	$155.9	$187.1
	EXEC. V.P.	152.3	28.5	180.8		135.0	163.0	196.0
	EXEC. V.P.	127.5	42.6	170.1		104.0	130.0	156.0
	SENIOR V.P.	87.0	35.0	122.0				
	CEO/PRESIDENT	85.0	15.0	100.0				
	EXEC. V.P.	83.0	16.9	99.9		62.9	83.8	104.8
	CEO/PRESIDENT	79.0	0.0	79.0				
	SENIOR V.P.	75.0	18.8	93.8		50.6	65.0	83.5
	EXEC. V.P.				$ 61.4	50.6	64.5	78.4
	VICE PRESIDENT				59.0	48.3	59.2	70.1
	SENIOR V.P.	56.7	16.2	72.9		43.4	54.2	65.0
	GROUP EXEC.				48.3			
	NO IN POSITION:	12						
$ 4249.1	WEIGHTED GROUP AVG:	$100.2	$ 27.0	$127.2	$ 56.2			

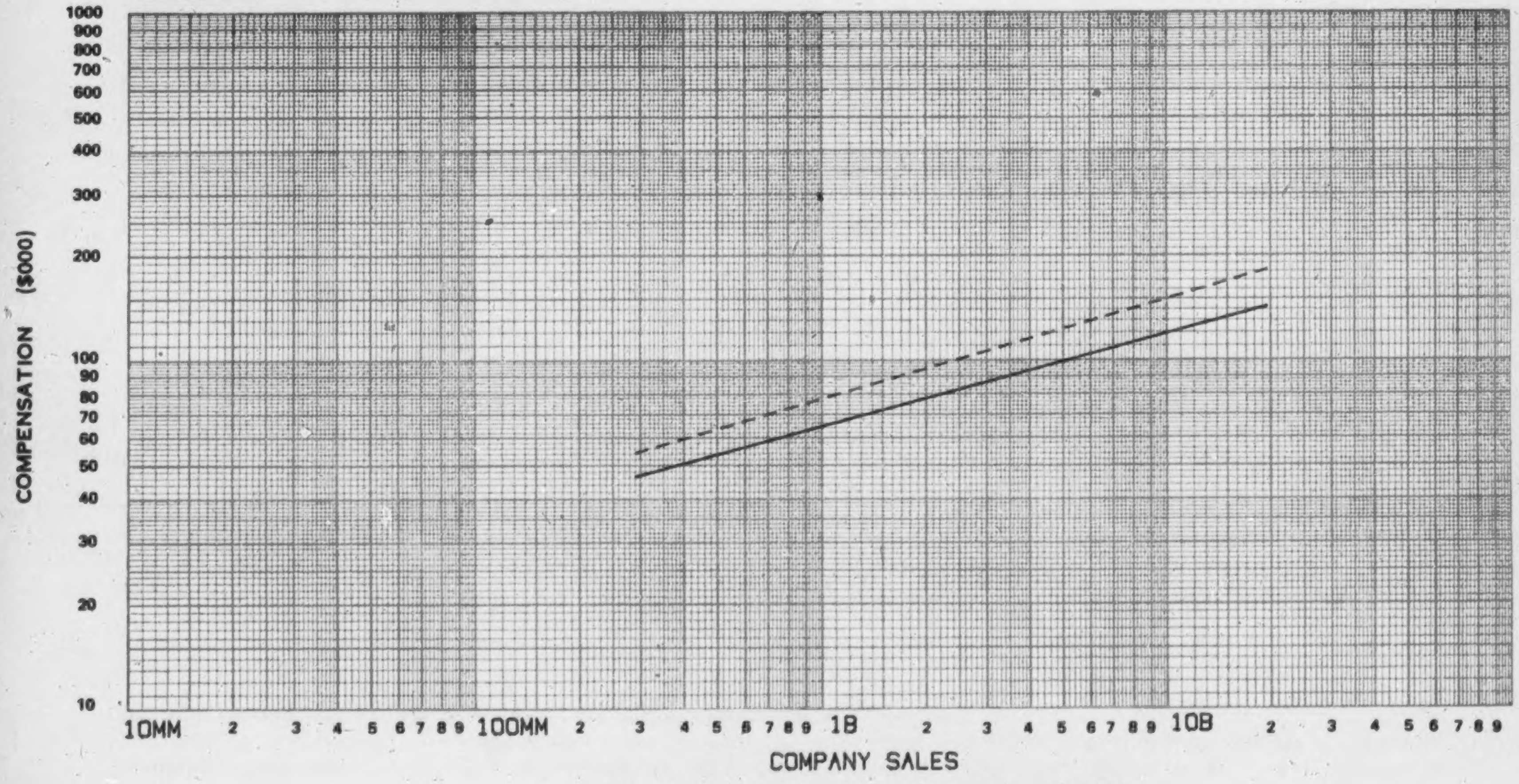
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 16 - TOP REAL ESTATE EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$1499.9	C.O.O.	$118.8	$ 0.0	$118.8		$ 62.5	$ 80.7	$ 98.8
TO	CEO/PRESIDENT	86.5	16.5	103.0		70.0	80.0	90.0
$500.0	CEO/PRESIDENT	79.9	0.0	79.9				
	VICE PRESIDENT	70.0	13.0	83.0		57.1	76.1	95.2
	SENIOR V.P.	59.4	3.9	63.3		48.4	60.5	72.6
		59.0	0.0	59.0		45.5	56.9	68.3
	CEO/PRESIDENT	57.2	5.3	62.5				
	VICE PRESIDENT	56.2	22.2	78.4		46.5	58.2	69.8
	SENIOR V.P.				$ 53.7	43.5	53.7	64.0
	VICE PRESIDENT				51.0			
	ASST. V.P./DIR	50.0	0.0	50.0				
	EXEC. V.P.	49.1	11.7	60.8		37.1	44.4	51.7
	EXEC. V.P.	48.1	10.6	58.7		32.6	40.8	48.9
	VICE PRESIDENT				43.0	35.8	43.7	51.9
	VICE PRESIDENT	41.0	3.2	44.2		30.5	38.2	44.0
	CEO/PRESIDENT	30.0	40.0	70.0				
	NO IN POSITION: 16							
$ 900.0	WEIGHTED GROUP AVG:	$ 61.9	$ 9.8	$ 71.7	$ 49.2			
$499.9		$ 99.5	$ 3.8	$103.3		$ 74.3	$ 92.9	$111.5
AND BELOW	GROUP EXEC.	93.6	45.0	138.6				
	CEO/PRESIDENT	82.6	15.7	98.3				
	VICE PRESIDENT	80.0	50.0	130.0				
	CEO/PRESIDENT				$ 60.0			
	CEO/PRESIDENT	47.0	3.8	50.8				
	SENIOR V.P.				40.0			
	BOARD OF DIR.	31.5	0.0	31.5		29.3	36.7	44.0
	NO IN POSITION: 8							
$ 418.6	WEIGHTED GROUP AVG:	$ 72.4	$ 19.7	$ 92.1	$ 50.0			
	NO IN POSITION: 36							
$ 1909.4	POSITION AVERAGE:	$ 76.5	$ 17.4	$ 93.9	$ 52.1			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.36	1.41
Bonus Co's Total Comp	- - - - - -	0.36	1.45
Nonbonus Co's Salary	-.-.-.-		



SURVEY POSITION #16 - TOP REAL ESTATE EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 16 - TOP REAL ESTATE EXECUTIVE

Directs and controls the corporation's or operating company's real estate function. Responsible for new store site evaluation and acquisition, leasing arrangements for stores, warehouses and other facilities. Negotiates the purchase and sale of real property. Approves real estate documents and taxes. Maintains contacts with real estate brokers, building development firms, and state, county and governmental agencies.

SCOPE NUMBER OF STORES	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
100 AND ABOVE	EXEC. V.P.	$152.3	$ 28.5	$180.8		$135.0	$163.0	$196.0
	EXEC. V.P.	127.5	42.6	170.1		104.0	130.0	156.0
	CEO/PRESIDENT	86.5	16.5	103.0		70.0	80.0	90.0
	CEO/PRESIDENT	85.0	15.0	100.0				
	SENIOR V.P.	75.0	18.8	93.8		50.6	65.0	83.5
	VICE PRESIDENT				$ 59.0	48.3	59.2	70.1
	EXEC. V.P.	48.1	10.6	58.7		32.6	40.8	48.9
	BOARD OF DIR.	31.5	0.0	31.5		29.3	36.7	44.0
	NO IN POSITION: 8							
224.1	WEIGHTED GROUP AVG:	$ 86.6	$ 18.8	$105.4	$ 59.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 16 - TOP REAL ESTATE EXECUTIVE

SCOPE NUMBER OF STORES	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
99	C.O.O.	$118.8	$ 0.0	$118.8		$ 62.5	$ 80.7	$ 98.8
TO	GROUP EXEC.	93.6	45.0	138.6				
50	CEO/PRESIDENT	82.6	15.7	98.3				
	CEO/PRESIDENT	79.9	0.0	79.9				
	CEO/PRESIDENT	79.0	0.0	79.0				
	CEO/PRESIDENT				$ 60.0			
	SENIOR V.P.	59.4	3.9	63.3		48.4	60.5	72.6
	EXEC. V.P.	49.1	11.7	60.8		37.1	44.4	51.7
	VICE PRESIDENT				43.0	35.8	43.7	51.9
	VICE PRESIDENT	41.0	3.2	44.2		30.5	38.2	44.0
	SENIOR V.P.				40.0			
	CEO/PRESIDENT	30.0	40.0	70.0				
	NO IN POSITION: 12							
72.6	WEIGHTED GROUP AVG:	$ 70.4	$ 13.3	$ 83.7	$ 47.7			
49		$ 99.5	$ 3.8	$103.3		$ 74.3	$ 92.9	$111.5
AND BELOW	VICE PRESIDENT	80.0	50.0	130.0				
	CEO/PRESIDENT	57.2	5.3	62.5				
	VICE PRESIDENT	56.2	22.2	78.4		46.5	58.2	69.8
	SENIOR V.P.				$ 53.7	43.5	53.7	64.0
	VICE PRESIDENT				51.0			
	ASST. V.P./DIR	50.0	0.0	50.0				
	NO IN POSITION: 7							
32.7	WEIGHTED GROUP AVG:	$ 68.6	$ 16.2	$ 84.8	$ 52.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 16 - TOP REAL ESTATE EXECUTIVE

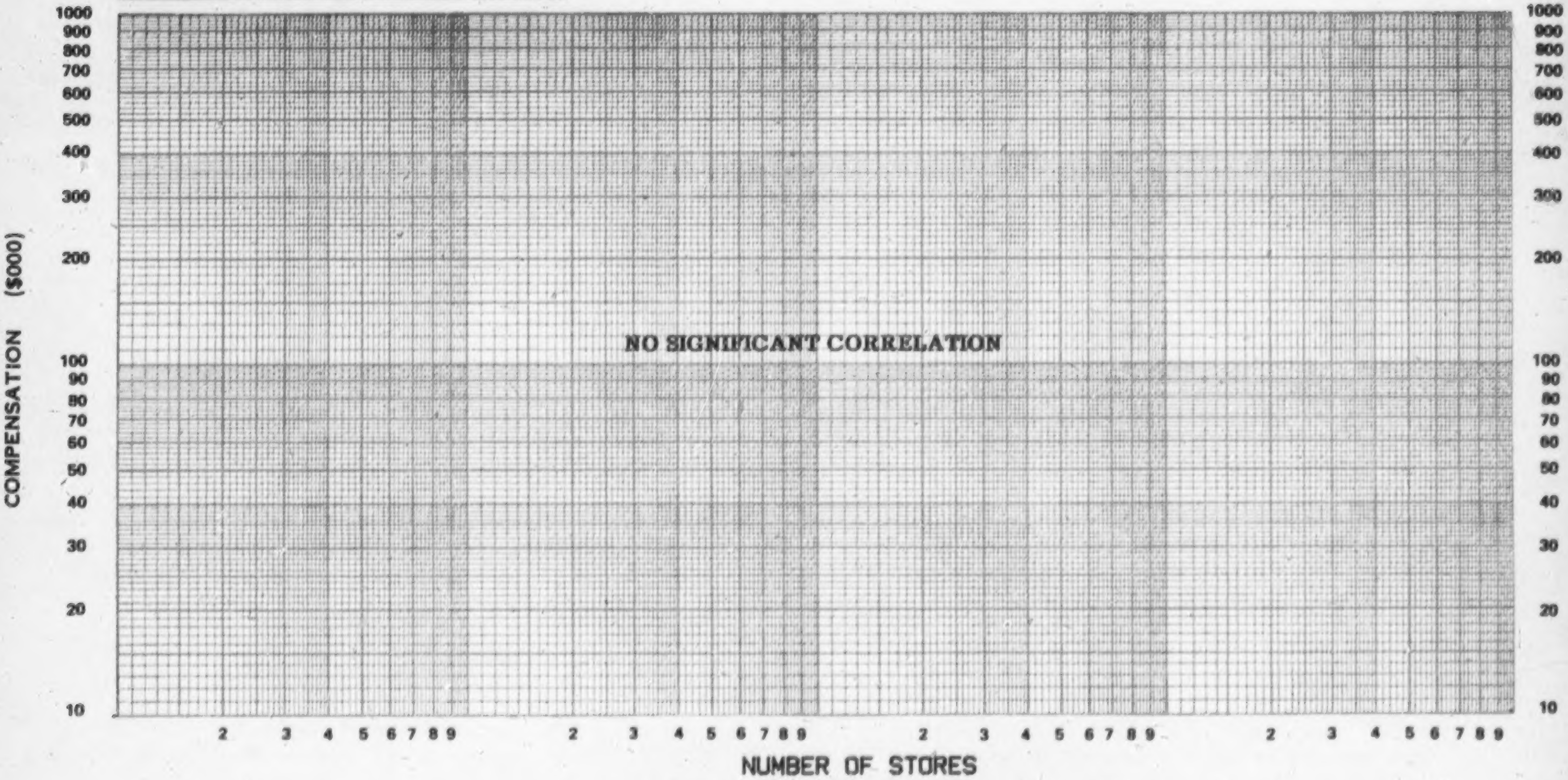
SCOPE NUMBER OF STORES	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
NO SCOPE REPORTED	GROUP EXEC.	$155.9	$ 70.1	$226.0		$124.7	$155.9	$187.1
	SENIOR V.P.	87.0	35.0	122.0				
	EXEC. V.P.	83.0	16.9	99.9		62.9	83.8	104.8
	VICE PRESIDENT	70.0	13.0	83.0		57.1	76.1	95.2
	EXEC. V.P.				$ 61.4	50.6	64.5	78.4
		59.0	0.0	59.0		45.5	56.9	68.3
	SENIOR V.P.	56.7	16.2	72.9		43.4	54.2	65.0
	GROUP EXEC.				48.3			
	CEO/PRESIDENT	47.0	3.8	50.8				
	NO IN POSITION: 9							
	WEIGHTED GROUP AVG:	$ 79.8	$ 22.1	$101.9	$ 54.9			
	NO IN POSITION: 36							
107.1	POSITION AVERAGE:	$ 76.5	$ 17.4	$ 93.9	$ 52.1			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———		
Bonus Co's Total Comp	------		
Nonbonus Co's Salary	-.-.-.		



SURVEY POSITION #16 - TOP REAL ESTATE EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 17 - TOP SECURITY/LOSS PREVENTION EXEC.

Establishes and enforces security policies and procedures designed to protect company property and merchandise. Directs and controls programs to prevent losses due to theft, vandalism, and fire. Supervises security department, including guard force. Works with law enforcement agencies on investigations or irregularities connected with security of company property and merchandise.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$2500.0	SENIOR V.P.	$ 76.0	$ 39.9	$115.9				
AND ABOVE	SENIOR V.P.	72.8	15.2	88.0				
	SENIOR V.P.	66.9	4.0	70.9		$ 44.4	$ 55.6	$ 66.7
	SENIOR V.P.	56.2	14.0	70.2		39.5	49.4	59.3
	VICE PRESIDENT				$ 52.5	40.7	50.8	63.5
	EXEC. V.P.				52.0			
	NO IN POSITION: 6							
$ 4227.4	WEIGHTED GROUP AVG:	$ 68.0	$ 18.3	$ 86.3	$ 52.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 17 - TOP SECURITY/LOSS PREVENTION EXEC.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$2499.9	SENIOR V.P.				$ 80.0			
TO	CEO/PRESIDENT	$ 66.7	$ 0.0	$ 66.7				
$1000.0	VICE PRESIDENT	63.0	11.0	74.0				
	SENIOR V.P.	58.3	0.0	58.3				
	VICE PRESIDENT	54.7	0.0	54.7		$ 38.7	$ 50.5	$ 62.3
	GROUP EXEC.	52.1	0.0	52.1		34.0	53.4	61.5
	GROUP EXEC.	46.0	3.0	49.0		44.1	55.2	66.2
	VICE PRESIDENT	45.0	4.2	49.2		35.0	46.7	58.3
	SENIOR V.P.				40.8			
	SENIOR V.P.				40.0	32.1	39.2	46.4
	EXEC. V.P.	36.5	1.0	37.5		35.9	44.9	53.9
	DIV. V.P./MGR.	29.5	0.0	29.5				
	NO IN POSITION: 12							
$ 1428.8	WEIGHTED GROUP AVG:	$ 50.2	$ 2.1	$ 52.3	$ 53.6			
$999.9	CEO/PRESIDENT	$ 56.2	$ 13.8	$ 70.0		$ 41.0	$ 49.5	$ 57.9
TO	VICE PRESIDENT	55.0	7.2	62.2		44.6	59.5	74.3
$750.0	SENIOR V.P.	53.9	3.6	57.5		42.8	53.5	64.2
	VICE PRESIDENT	50.3	12.5	62.8		38.0	47.0	58.0
	VICE PRESIDENT				$ 42.0	36.1	44.9	53.7
	EXEC. V.P.				41.3	34.3	42.1	49.7
		30.0	0.0	30.0		30.0	37.5	45.0
	NO IN POSITION: 7							
$ 844.9	WEIGHTED GROUP AVG:	$ 49.1	$ 7.4	$ 56.5	$ 41.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 17 - TOP SECURITY/LOSS PREVENTION EXEC.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$749.9	CEO/PRESIDENT	$ 46.8	$ 3.7	$ 50.5				
TO	CEO/PRESIDENT				$ 44.0	$ 39.2	$ 48.2	$ 56.9
$500.0	VICE PRESIDENT	40.7	0.6	41.3		38.3	48.7	59.1
	EXEC. V.P.	35.3	0.0	35.3		30.8	41.0	51.3
	SENIOR V.P.	35.2	10.8	46.0				
	GROUP EXEC.				35.0	27.9	34.8	41.8
	CEO/PRESIDENT	30.0	45.0	75.0				
	NO IN POSITION:	7						
$ 648.8	WEIGHTED GROUP AVG:	$ 37.6	$ 12.0	$ 49.6	$ 39.5			
$499.9		$ 61.2	$ 3.8	$ 65.0		$ 50.1	$ 62.6	$ 75.2
TO	GROUP EXEC.				$ 49.7			
$250.0	SENIOR V.P.				45.3			
	SENIOR V.P.	44.5	6.3	50.8				
		41.6	0.0	41.6				
	MANAGER				40.2	24.8	33.0	41.3
	VICE PRESIDENT	40.0	4.0	44.0		36.0	40.0	46.0
	VICE PRESIDENT				38.0			
	CEO/PRESIDENT				36.3			
	VICE PRESIDENT	36.0	11.0	47.0				
	BOARD OF DIR.	33.8	0.0	33.8		25.1	31.4	37.8
	VICE PRESIDENT	33.6	1.1	34.7				
	VICE PRESIDENT				33.2			
	VICE PRESIDENT	32.0	0.0	32.0		30.0	40.0	48.0
	SENIOR V.P.	30.2	0.0	30.2				
	C.O.O.	28.7	2.2	30.9		29.9	35.1	40.4
	VICE PRESIDENT	28.3	3.1	31.4		19.0	21.8	24.6
	NO IN POSITION:	17						
$ 352.4	WEIGHTED GROUP AVG:	$ 37.3	$ 2.8	$ 40.1	$ 40.5			

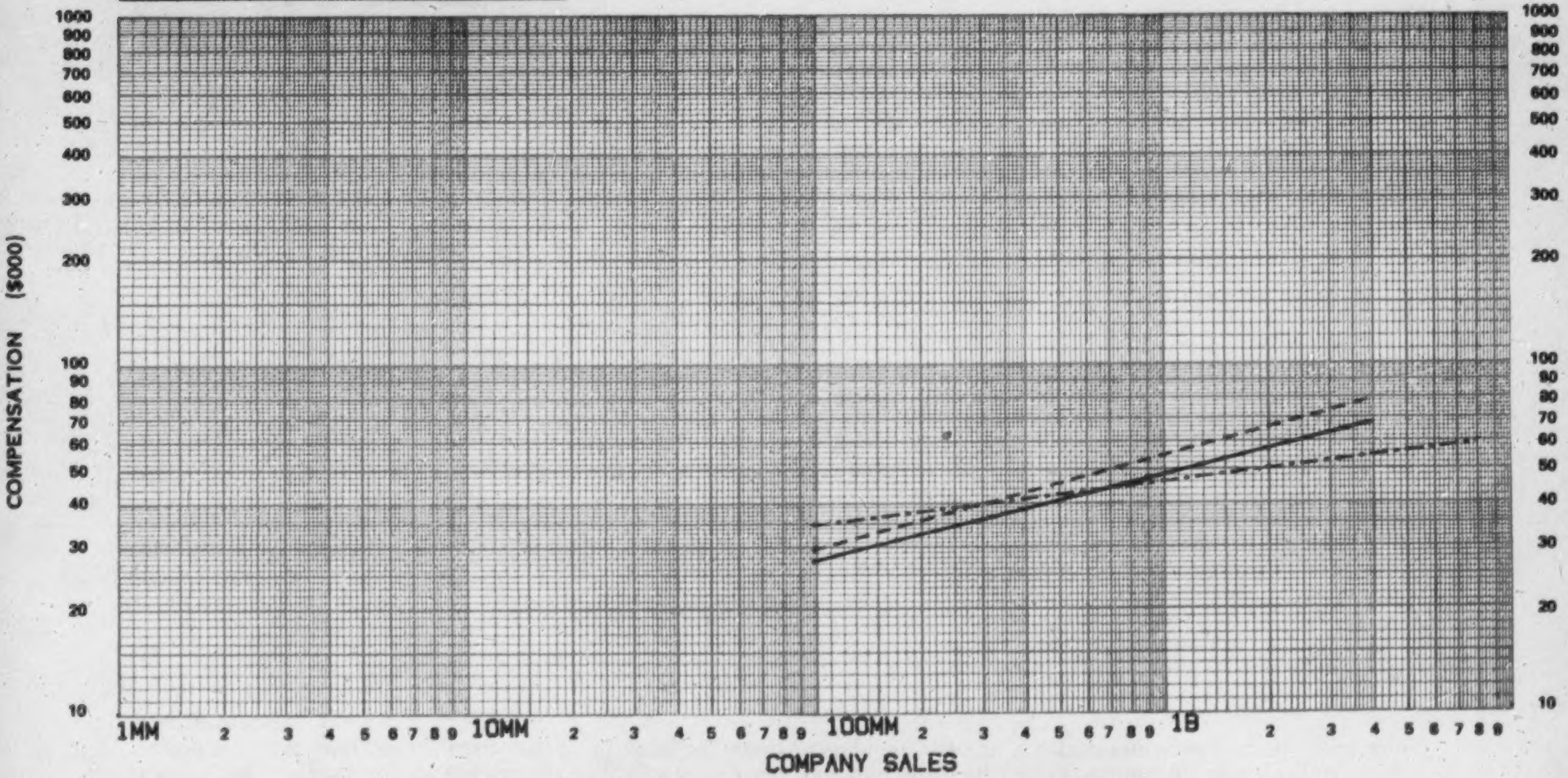
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 17 - TOP SECURITY/LOSS PREVENTION EXEC.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$249.9 AND BELOW	BOARD OF DIR.				$ 49.4			
	VICE PRESIDENT	$ 40.0	$ 10.0	$ 50.0				
	VICE PRESIDENT				38.0	$ 30.0	$ 37.5	$ 45.0
	EXEC. V.P.				37.9			
	CEO/PRESIDENT	33.0	0.0	33.0				
	C.O.O.	32.0	8.0	40.0		25.7	32.2	38.7
	SENIOR V.P.	30.9	2.8	33.7				
	EXEC. V.P.				28.3			
	C.O.O.	25.0	1.8	26.8				
	NO IN POSITION: 9							
$ 162.0	WEIGHTED GROUP AVG:	$ 32.2	$ 4.5	$ 36.7	$ 38.4			
	NO IN POSITION: 58							
$ 1041.6	POSITION AVERAGE:	$ 44.3	$ 6.3	$ 50.6	$ 43.4			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.55	1.23
Bonus Co's Total Comp	------	0.48	1.29
Nonbonus Co's Salary	-.-.-.	0.39	1.19



SURVEY POSITION #17 - TOP SECURITY/LOSS
PREVENTION EXEC.

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 18 - TOP SANITATION EXECUTIVE

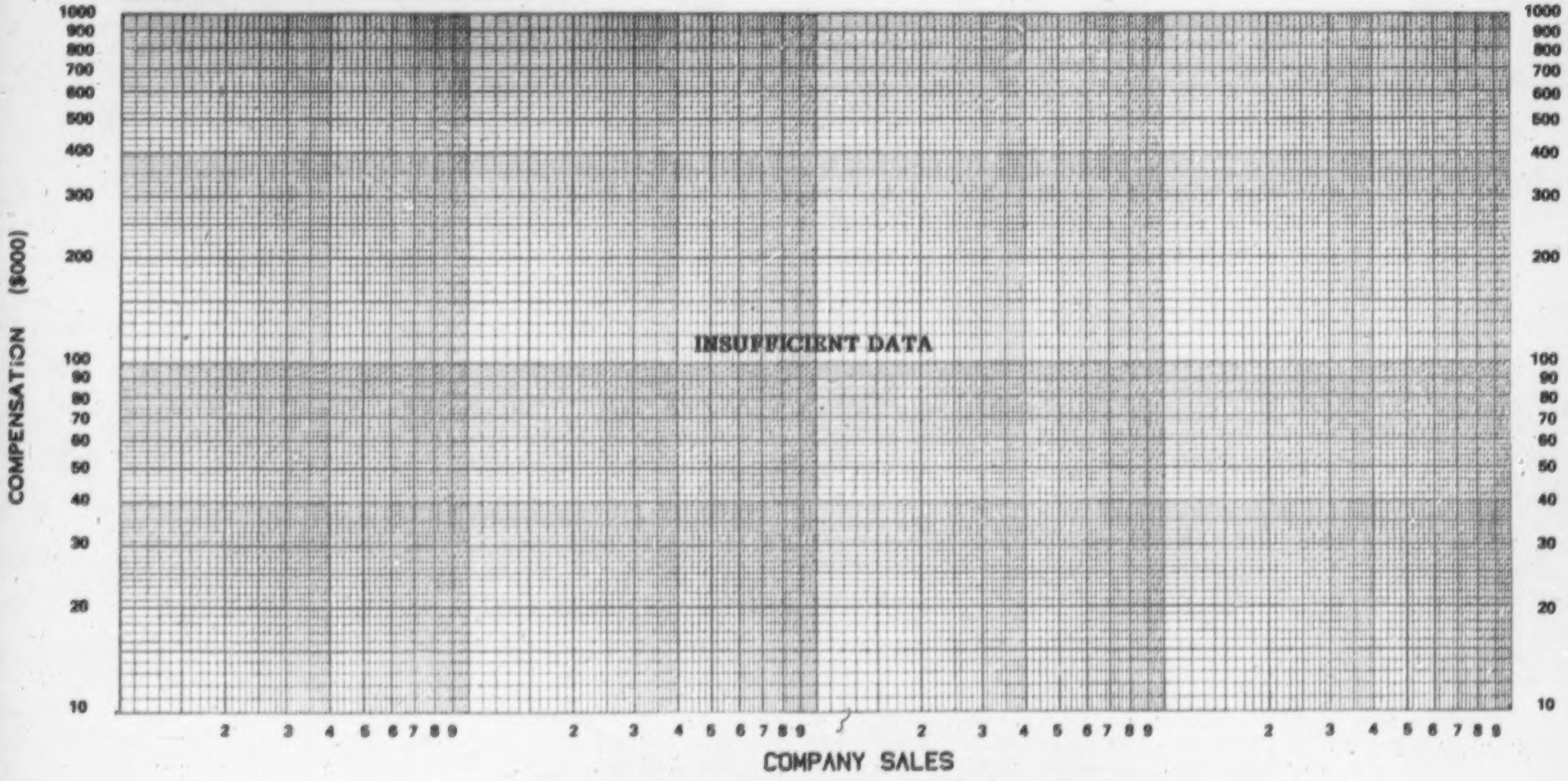
Directs the corporation's or operating company's sanitation program. Develops and recommends sanitation policies, procedures and programs. Coordinates efforts to ensure compliance with federal, state and local sanitation requirements.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$1000.0	VICE PRESIDENT				$ 64.2	$ 50.0	$ 60.0	$ 72.0
AND ABOVE	SENIOR V.P.	$ 53.8	$ 0.0	$ 53.8		38.7	50.5	62.3
	C.O.O.	48.0	0.0	48.0				
	ASST. V.P./DIR				41.2	32.0	38.5	44.9
	VICE PRESIDENT	40.5	0.0	40.5				
	GROUP EXEC.	38.8	3.0	41.8		35.5	44.4	53.2
	VICE PRESIDENT				35.4	31.6	39.5	47.4
	VICE PRESIDENT	28.0	0.0	28.0				
	DIV. V.P./MGR.	26.0	0.8	26.8		23.4	28.6	33.0
	NO IN POSITION:	9						
$ 1607.3	WEIGHTED GROUP AVG:	$ 39.2	$ 0.6	$ 39.8	$ 46.9			
$999.9		$ 44.0	$ 1.7	$ 45.7		$ 31.4	$ 39.3	$ 47.2
AND BELOW	ASST. V.P./DIR				$ 37.0	32.4	39.7	47.0
	ASST. V.P./DIR				36.2	25.9	32.5	39.1
	CEO/PRESIDENT	34.6	5.5	40.1				
	EXEC. V.P.	33.8	2.0	35.8				
	GROUP EXEC.				31.6	22.2	27.8	33.3
	ASST. V.P./DIR				30.5			
	NO IN POSITION:	7						
$ 601.2	WEIGHTED GROUP AVG:	$ 37.5	$ 3.0	$ 40.5	$ 33.8			
	NO IN POSITION:	16						
$ 1167.1	POSITION AVERAGE:	$ 38.6	$ 1.5	$ 40.1	$ 39.4			

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———		
Bonus Co's Total Comp ------		
Nonbonus Co's Salary -.-.-.		

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #18 - TOP SANITATION EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 19 - TOP MERCHANDISING & PROCUREMENT EXEC.

Directs the corporation's or operating company's merchandising, buying, pricing, advertising and service programs. Oversees and controls merchandising strategies for grocery, meat, produce, frozen food, dairy, and nonfood products. Oversees and controls product procurement.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$2500.0 AND ABOVE	CEO/PRESIDENT	$210.0	$ 49.9	$259.9		$159.0	$191.0	$229.0
	SENIOR V.P.	115.0	30.3	145.3		106.0	132.5	159.0
	C.O.O.	104.0	16.4	120.4		75.2	100.2	125.3
	CEO/PRESIDENT	100.0	181.9	281.9				
	CEO/PRESIDENT	92.0	39.3	131.3		75.4	94.3	113.2
	C.O.O.	81.2	29.3	110.5				
	VICE PRESIDENT				$ 65.5			
	NO IN POSITION:	7						
$ 4572.9	WEIGHTED GROUP AVG:	$117.0	$ 57.9	$174.9	$ 65.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 19 - TOP MERCHANDISING & PROCUREMENT EXEC.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$2499.9	C.O.O.	$200.0	$ 50.0	$250.0				
TO	CEO/PRESIDENT	150.0	0.0	150.0				
$1000.0	DIV. V.P./MGR.	135.5	10.0	145.5		$104.7	$130.9	$157.1
	C.O.O.				$132.0	88.4	110.5	132.7
	CEO/PRESIDENT	130.0	58.6	188.6		86.7	108.3	130.0
	CEO/PRESIDENT	100.0	50.0	150.0		75.9	95.2	114.6
	EXEC. V.P.	90.0	16.0	106.0		82.5	110.0	125.0
	SENIOR V.P.	85.0	16.0	101.0				
	EXEC. V.P.	68.0	0.0	68.0				
	DIV. V.P./MGR.				67.3	50.6	64.5	78.4
	CEO/PRESIDENT	59.0	9.0	68.0				
	NO IN POSITION: 11							
$ 1563.6	WEIGHTED GROUP AVG:	$113.1	$ 23.2	$136.3	$ 99.7			
$999.9	SENIOR V.P.	$175.0	$ 0.0	$175.0				
TO	CEO/PRESIDENT	115.0	0.0	115.0		$ 88.0	$110.0	$132.0
$500.0	C.O.O.				$104.5			
	C.O.O.	100.0	27.6	127.6		86.6	108.3	129.9
	VICE PRESIDENT	97.0	28.9	125.9		64.0	79.1	93.2
	C.O.O.	95.6	15.5	111.1		80.0	100.0	120.0
	C.O.O.	92.6	30.0	122.6		68.1	85.1	102.2
	CEO/PRESIDENT	73.0	12.7	85.7		71.9	88.3	104.2
	VICE PRESIDENT	70.0	12.5	82.5		60.0	70.0	80.0
	VICE PRESIDENT				46.1	31.0	38.8	46.6
	CEO/PRESIDENT	40.0	190.0	230.0				
	NO IN POSITION: 14							
$ 754.7	WEIGHTED GROUP AVG:	$115.3	$ 26.4	$141.7	$ 75.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 19 - TOP MERCHANDISING & PROCUREMENT EXEC.

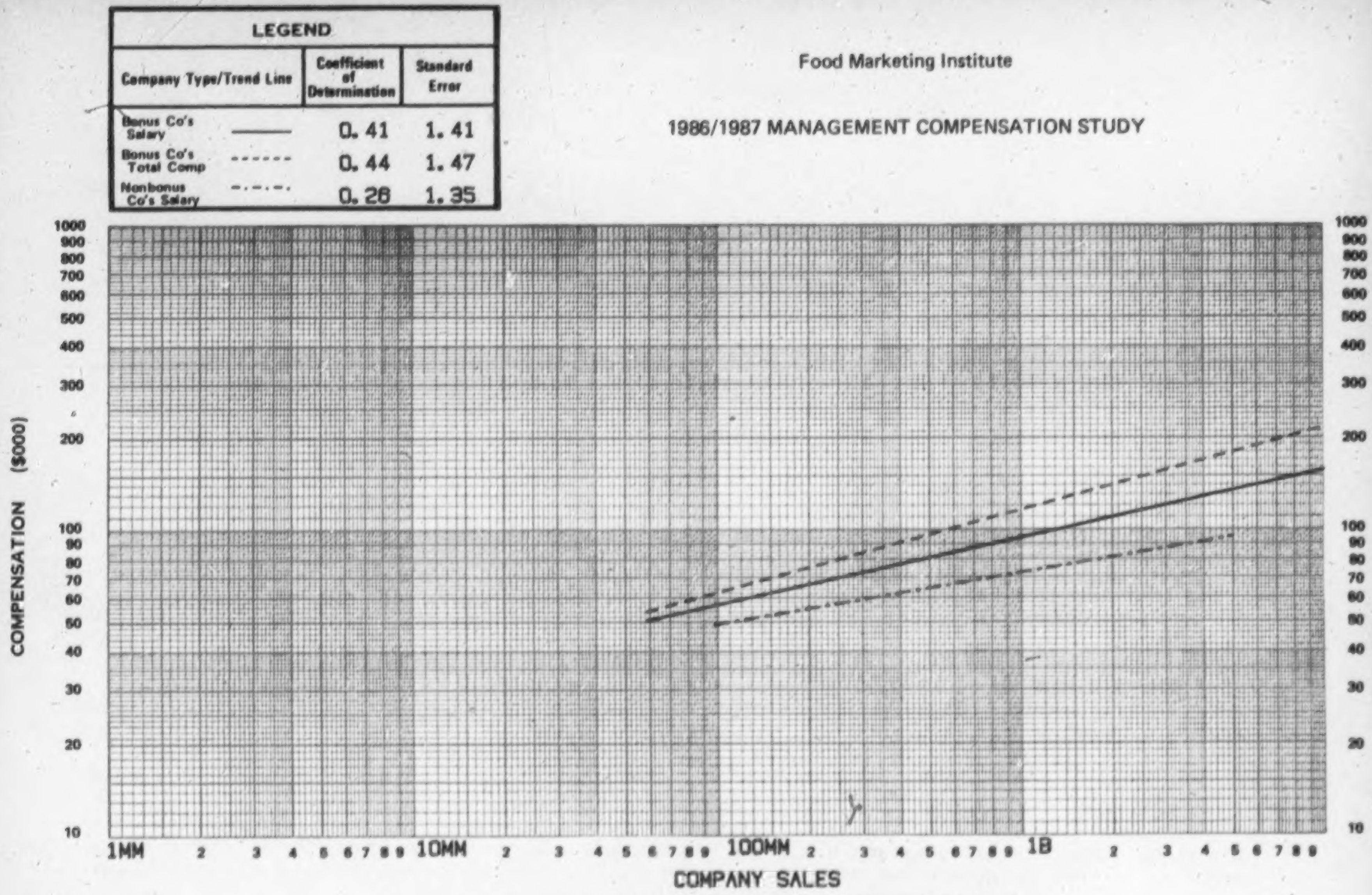
SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$499.9 TO $250.0	CEO/PRESIDENT	$100.1	$ 21.2	$121.3				
	CEO/PRESIDENT	84.5	19.4	103.9		$ 61.4	$ 76.4	$ 91.4
	GROUP EXEC.				$ 68.4			
	CEO/PRESIDENT	65.0	6.0	71.0		63.0	84.5	101.0
	BOARD OF DIR.	65.0	0.0	65.0				
		62.5	5.6	68.1		55.6	69.6	83.5
	C.O.O.	61.2	8.3	69.5		60.0	70.6	81.2
		60.0	0.0	60.0				
	VICE PRESIDENT	59.8	5.2	65.0		52.0	58.0	64.0
	VICE PRESIDENT	57.5	30.0	87.5				
	SENIOR V.P.				57.0			
	C.O.O.				56.2	40.5	54.0	67.5
	SENIOR V.P.				48.0			
	BOARD OF DIR.	41.6	3.0	44.6		29.3	36.6	44.0
	NO IN POSITION: 14							
$ 347.1	WEIGHTED GROUP AVG:	$ 65.7	$ 9.9	$ 75.6	$ 57.4			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 19 - TOP MERCHANDISING & PROCUREMENT EXEC.

SCOPE COMPANY SALES ($MIL)		BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
	REPORTS TO	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$249.9 AND BELOW	CEO/PRESIDENT	$155.0	$ 61.0	$216.0		$ 90.0	$112.5	$135.0
	C.O.O.	123.0	50.0	173.0		96.8	121.0	145.2
	C.O.O.	100.0	30.0	130.0				
	CEO/PRESIDENT	70.0	10.0	80.0				
	EXEC. V.P.				$ 69.9			
	BOARD OF DIR.	69.5	0.0	69.5		40.9	51.1	61.3
	BOARD OF DIR.	53.0	4.0	57.0				
	CEO/PRESIDENT	46.0	0.0	46.0				
	C.O.O.	45.5	4.0	49.5				
	BOARD OF DIR.				45.0			
	EXEC. V.P.	33.2	5.3	38.5				
	CEO/PRESIDENT	31.0	2.5	33.5				
	NO IN POSITION:	12						
$ 118.8	WEIGHTED GROUP AVG:	$ 72.6	$ 16.7	$ 89.3	$ 57.4			
	NO IN POSITION:	58						
$ 1139.0	POSITION AVERAGE:	$ 95.5	$ 24.2	$119.7	$ 69.1			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.41	1.41
Bonus Co's Total Comp	------	0.44	1.47
Nonbonus Co's Salary	-.-.-.	0.28	1.35

SURVEY POSITION #19 - TOP MERCHANDISING & PROCUREMENT EXEC.

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 20 - TOP ADVERTISING EXECUTIVE

Develops and recommends the corporation's or operating company's advertising objectives, policies and plans. Oversees the creation and placement of advertisements; i.e., T.V., radio and newspaper advertising. Works with outside agencies on preparation of advertising campaigns.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$2500.0 AND ABOVE	GROUP EXEC.	$104.0	$ 56.0	$160.0		$ 87.4	$109.3	$131.2
	EXEC. V.P.	100.0	0.0	100.0		75.0	90.0	107.0
	SENIOR V.P.	100.0	40.2	140.2		88.0	110.0	132.0
	CEO/PRESIDENT	85.0	30.9	115.9				
	BOARD OF DIR.	85.0	17.0	102.0		68.6	85.8	102.9
	SENIOR V.P.	68.5	17.4	85.9		46.6	58.3	70.0
	VICE PRESIDENT				$ 60.6			
	C.O.O.	60.0	6.4	66.4		43.7	58.2	72.8
	VICE PRESIDENT	46.8	7.5	54.3				
	NO IN POSITION:	9						
$ 6067.8	WEIGHTED GROUP AVG:	$ 81.2	$ 21.9	$103.1	$ 60.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 20 - TOP ADVERTISING EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$2499.9	SENIOR V.P.	$ 87.0	$ 10.7	$ 97.7		$ 46.1	$ 61.5	$ 76.9
TO	EXEC. V.P.				$ 80.0			
$1000.0	EXEC. V.P.	76.7	0.0	76.7				
	CEO/PRESIDENT	69.0	12.0	81.0				
	GROUP EXEC.	55.4	13.2	68.6		37.8	49.1	60.4
	SENIOR V.P.				53.7	43.5	53.7	64.0
	SENIOR V.P.	50.1	0.0	50.1				
	VICE PRESIDENT				47.0	48.3	59.2	70.1
	SENIOR V.P.	46.8	0.0	46.8		34.8	44.4	54.1
	GROUP EXEC.				45.5	36.1	45.4	54.8
	DIV. V.P./MGR.	44.5	6.3	50.8				
	BOARD OF DIR.	42.3	5.0	47.3		44.1	55.2	66.2
	VICE PRESIDENT	41.5	1.7	43.2		26.9	35.0	40.3
	ASST. V.P./DIR				41.1	34.8	41.1	47.3
	VICE PRESIDENT	33.9	4.6	38.5		32.6	40.8	48.9
	NO IN POSITION: 15							
$ 1501.3	WEIGHTED GROUP AVG:	$ 54.7	$ 5.4	$ 60.1	$ 53.5			
$999.9	GROUP EXEC.				$ 70.5	$ 55.5	$ 69.4	$ 83.2
TO	VICE PRESIDENT	$ 67.2	$ 4.1	$ 71.3		56.0	70.0	84.0
$750.0	VICE PRESIDENT	65.7	9.3	75.0		50.4	67.2	84.0
	VICE PRESIDENT	60.5	15.8	76.3		45.6	55.2	64.9
	VICE PRESIDENT	58.0	10.1	68.1		42.0	52.0	62.0
		42.0	0.0	42.0		33.2	41.6	49.9
	VICE PRESIDENT	40.0	0.0	40.0		33.5	41.6	49.6
	NO IN POSITION: 7							
$ 844.9	WEIGHTED GROUP AVG:	$ 55.6	$ 6.5	$ 62.1	$ 70.5			

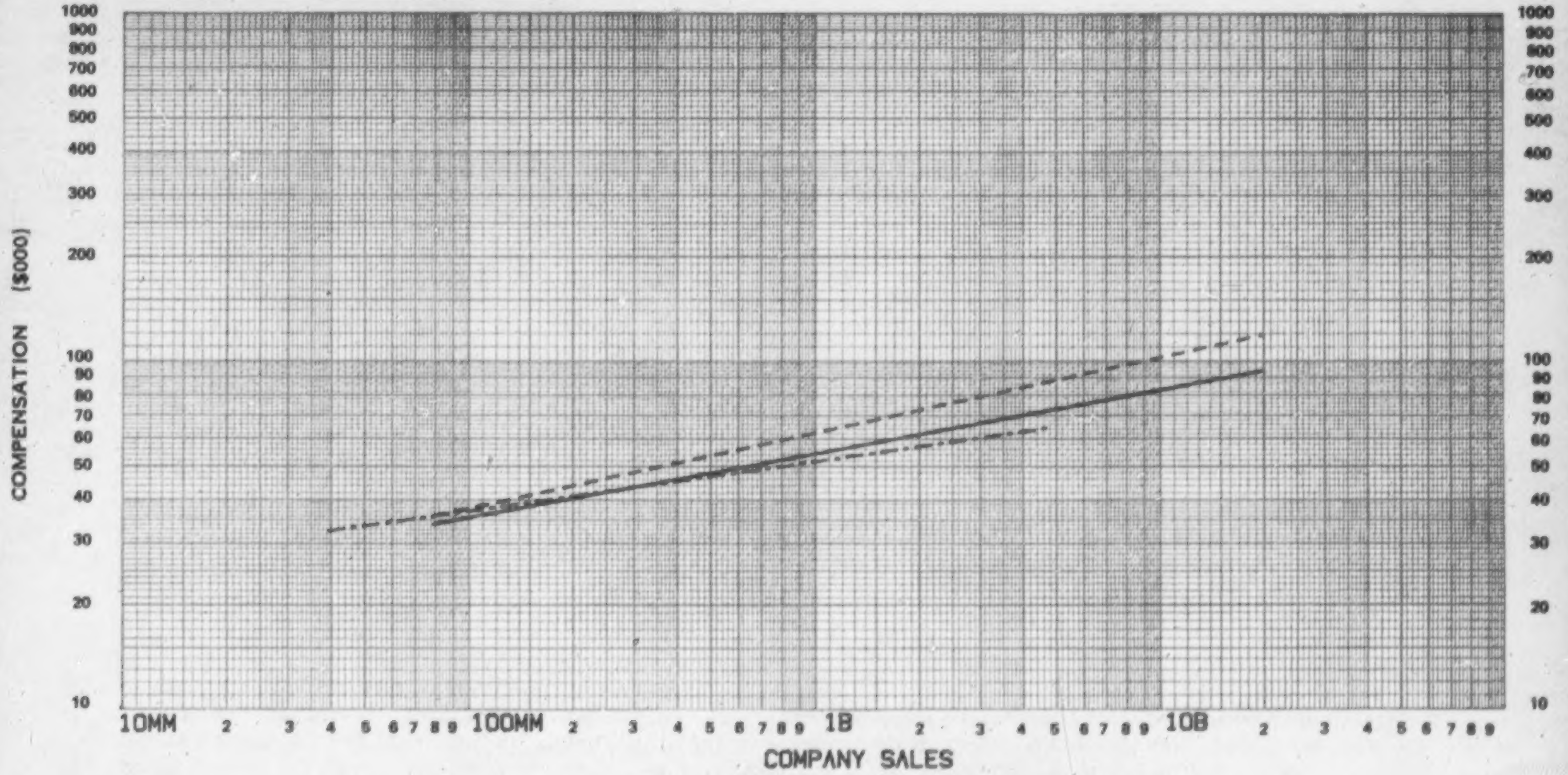
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 20 - TOP ADVERTISING EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$749.9	VICE PRESIDENT				$ 57.0	$ 47.4	$ 58.2	$ 68.7
TO	EXEC. V.P.	$ 52.0	$ 5.1	$ 57.1				
$500.0	VICE PRESIDENT	50.0	8.9	58.9				
	VICE PRESIDENT	44.5	14.9	59.4		38.6	48.2	57.8
	VICE PRESIDENT	35.1	0.0	35.1		30.8	41.0	51.3
	VICE PRESIDENT				32.5	31.0	38.8	46.6
	VICE PRESIDENT	30.1	2.0	32.1		22.1	28.2	34.4
	VICE PRESIDENT	30.0	32.0	62.0				
	NO IN POSITION: 8							
$ 633.8	WEIGHTED GROUP AVG:	$ 40.3	$ 10.5	$ 50.8	$ 44.8			
$499.9	CEO/PRESIDENT	$ 72.0	$ 6.0	$ 78.0		$ 63.0	$ 84.5	$101.0
TO	GROUP EXEC.				$ 55.1			
$250.0		46.8	0.0	46.8				
	VICE PRESIDENT	46.0	4.4	50.4		24.0	30.4	36.9
	MANAGER				45.4	30.5	40.6	50.8
	SENIOR V.P.	42.6	6.0	48.6				
	VICE PRESIDENT	42.0	14.0	56.0				
	SENIOR V.P.				42.0			
	ASST. V.P./DIR				41.6			
	C.O.O.	40.8	4.0	44.8		39.4	46.3	53.3
	VICE PRESIDENT	37.7	2.3	40.0		35.0	40.0	45.0
	VICE PRESIDENT				37.5			
	BOARD OF DIR.	34.3	0.0	34.3		29.3	36.6	44.0
	SENIOR V.P.	31.2	0.0	31.2				
		30.4	1.3	31.7		24.8	31.1	37.3
	NO IN POSITION: 15							
$ 347.0	WEIGHTED GROUP AVG:	$ 42.4	$ 3.8	$ 46.2	$ 44.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 20 - TOP ADVERTISING EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$249.9 AND BELOW	VICE PRESIDENT	$ 75.0	$ 22.5	$ 97.5				
	C.O.O.	65.0	20.0	85.0				
	CEO/PRESIDENT				$ 65.0			
	BOARD OF DIR.				54.0			
	EXEC. V.P.	51.5	7.2	58.7		$ 41.2	$ 46.3	$ 51.5
	SENIOR V.P.	50.0	2.2	52.2				
	CEO/PRESIDENT	45.0	0.0	45.0				
	BOARD OF DIR.				43.0			
	EXEC. V.P.	37.9	3.0	40.9				
	VICE PRESIDENT	36.0	7.5	43.5		29.6	37.1	44.5
	BOARD OF DIR.				35.1			
					34.3			
	VICE PRESIDENT				34.0	30.0	37.5	45.0
	VICE PRESIDENT				30.0			
	CEO/PRESIDENT	28.2	0.5	28.7				
	EXEC. V.P.				22.5			
	NO IN POSITION: 16							
$ 130.0	WEIGHTED GROUP AVG:	$ 48.6	$ 7.8	$ 56.4	$ 39.7			
	NO IN POSITION: 70							
$ 1362.9	POSITION AVERAGE:	$ 53.8	$ 9.0	$ 62.8	$ 46.7			

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.40	1.31
Bonus Co's Total Comp	------	0.42	1.37
Nonbonus Co's Salary	-.-.-.	0.33	1.29



SURVEY POSITION #20 - TOP ADVERTISING EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 21 - TOP GROCERY OPERATIONS EXECUTIVE

Plans and directs the corporation's or operating company's grocery merchandising program in accordance with the firm's overall merchandising policies. Plans and develops, with store operations, merchandising assortments, buying programs and in-store presentations which will result in achievement of targeted grocery sales, profit and turnover. Directs and controls all grocery buying and pricing. Directs and controls product selection, promotion and advertising plans. Develops financial forecasts for grocery sales and profits.

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$750.0 AND ABOVE	C.O.O.				$100.0			
	SENIOR V.P.	$100.0	$ 29.7	$129.7		$ 99.0	$124.0	$149.0
	EXEC. V.P.	94.5	21.5	116.0		75.0	90.0	107.0
	EXEC. V.P.	77.2	0.0	77.2				
	SENIOR V.P.	76.0	13.9	89.9		56.0	74.7	93.4
	VICE PRESIDENT	64.5	3.6	68.1		53.6	66.9	80.3
	SENIOR V.P.	63.0	0.0	63.0		49.8	66.2	82.5
	EXEC. V.P.	51.7	10.3	62.0		58.8	73.6	88.3
	VICE PRESIDENT	49.1	23.8	72.9				
	NO IN POSITION: 9							
$ 1806.5	WEIGHTED GROUP AVG:	$ 72.0	$ 12.9	$ 84.9	$100.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 21 - TOP GROCERY OPERATIONS EXECUTIVE

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	 BONUS	 TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	 MID	 MAX
$749.9	CEO/PRESIDENT	$116.0	$ 0.0	$116.0				
TO	CEO/PRESIDENT				$100.0			
$250.0	CEO/PRESIDENT	90.0	16.0	106.0				
	SENIOR V.P.	72.0	8.9	80.9		$ 46.1	$ 61.5	$ 76.9
	VICE PRESIDENT	69.3	4.6	73.9		57.0	71.3	85.6
	VICE PRESIDENT	65.0	0.0	65.0		41.3	51.9	62.4
	GROUP EXEC.				61.9	61.0	76.3	91.4
	VICE PRESIDENT	60.0	10.5	70.5		45.0	55.0	65.0
	GROUP EXEC.	58.8	22.5	81.3				
	SENIOR V.P.	53.7	6.7	60.4		43.5	53.7	64.0
	VICE PRESIDENT	49.9	18.6	68.5		46.9	58.7	70.5
	VICE PRESIDENT	49.0	2.9	51.9		35.8	43.7	51.9
	DIV. V.P./MGR.	46.5	6.6	53.1				
	VICE PRESIDENT				45.0	39.8	49.8	59.8
	VICE PRESIDENT	35.0	45.0	80.0				
	NO IN POSITION: 15							
$ 405.7	WEIGHTED GROUP AVG:	$ 63.8	$ 11.8	$ 75.6	$ 69.0			
$249.9	CEO/PRESIDENT	$ 67.5	$ 10.0	$ 77.5		$ 60.0	$ 75.0	$ 95.0
TO	CEO/PRESIDENT	66.1	12.6	78.7				
$100.0	VICE PRESIDENT	53.0	6.0	59.0		38.3	51.0	61.2
	C.O.O.	52.1	7.1	59.2		47.0	55.3	63.6
	VICE PRESIDENT	51.5	5.5	57.0		27.9	37.7	47.5
	SENIOR V.P.	49.9	0.0	49.9				
		46.8	3.8	50.6		35.8	44.8	53.8
	BOARD OF DIR.	44.6	0.0	44.6		29.3	36.6	44.0
	SENIOR V.P.	42.3	2.7	45.0				
	NO IN POSITION: 9							
$ 159.1	WEIGHTED GROUP AVG:	$ 52.6	$ 5.3	$ 57.9				

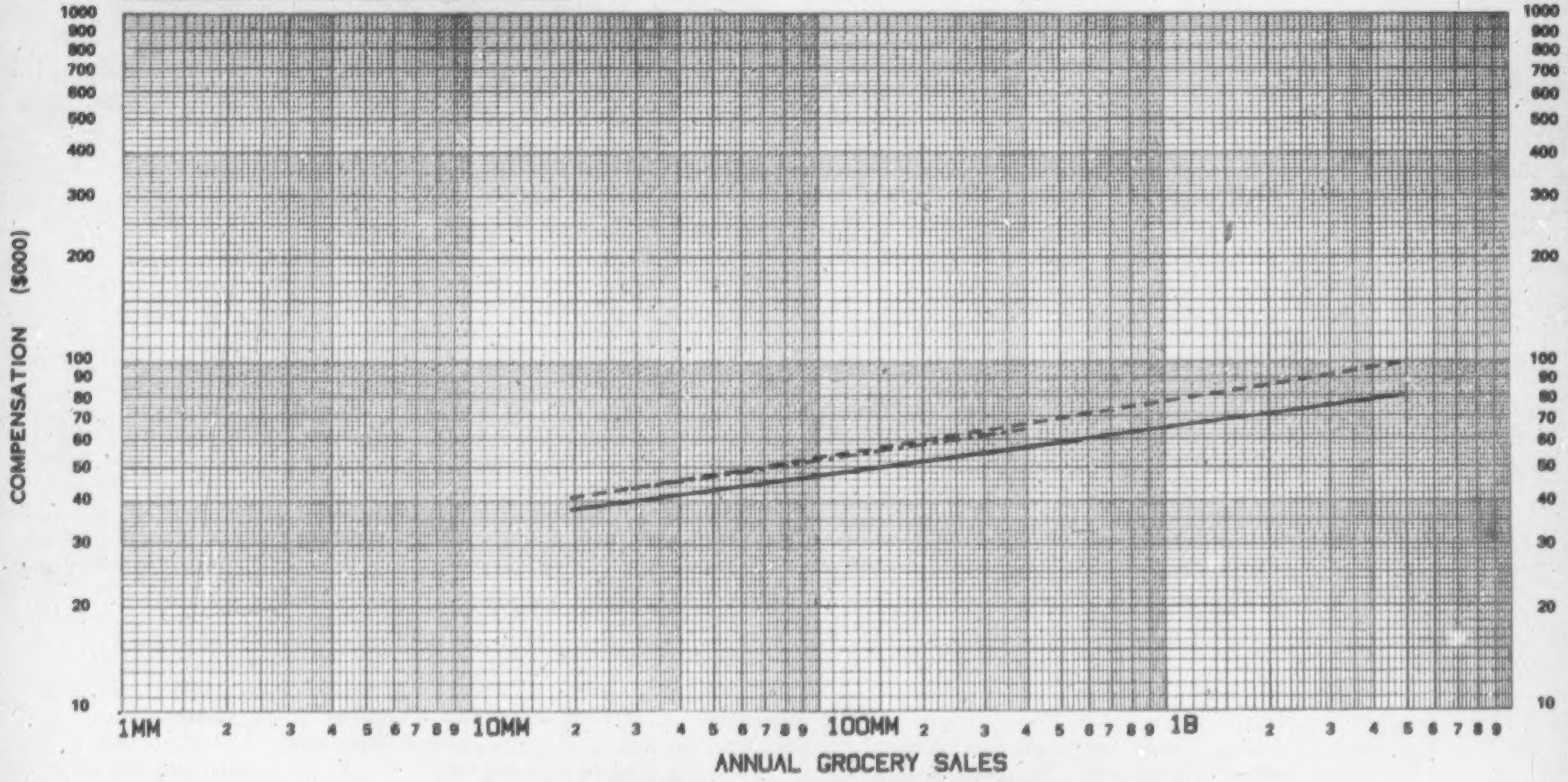
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 21 - TOP GROCERY OPERATIONS EXECUTIVE

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$99.9	VICE PRESIDENT	$ 65.0	$ 16.5	$ 81.5				
AND BELOW	VICE PRESIDENT	59.0	20.0	79.0		$ 46.9	$ 58.6	$ 70.3
	C.O.O.				$ 55.7			
	VICE PRESIDENT				54.8	33.7	42.1	50.5
	VICE PRESIDENT	48.7	3.0	51.7				
	CEO/PRESIDENT	48.1	2.9	51.0				
	SENIOR V.P.				47.2			
	BOARD OF DIR.				46.8			
	CEO/PRESIDENT	46.2	0.0	46.2				
	CEO/PRESIDENT				42.8			
	EXEC. V.P.	41.7	7.2	48.9		36.0	41.2	51.5
	EXEC. V.P.	40.0	1.0	41.0				
	C.O.O.				37.4			
	EXEC. V.P.	32.7	4.0	36.7				
	NO IN POSITION: 17							
$ 61.2	WEIGHTED GROUP AVG:	$ 47.7	$ 6.8	$ 54.5	$ 44.1			
NO SCOPE	VICE PRESIDENT	$104.0	$ 58.3	$162.3		$ 87.4	$109.3	$131.2
REPORTED	EXEC. V.P.	90.0	9.0	99.0				
	CEO/PRESIDENT	85.0	50.0	135.0				
	EXEC. V.P.				$ 81.2			
	VICE PRESIDENT	62.0	10.8	72.8		57.1	76.1	95.2
	SENIOR V.P.	58.2	17.9	76.1		48.3	60.4	72.5
	VICE PRESIDENT	53.0	7.5	60.5				
	VICE PRESIDENT	48.3	7.0	55.3		38.3	48.7	59.1
		40.5	0.0	40.5		33.2	41.6	49.9
	NO IN POSITION: 9							
	WEIGHTED GROUP AVG:	$ 67.6	$ 20.1	$ 87.7	$ 81.2			
	NO IN POSITION: 59							
$ 496.3	POSITION AVERAGE:	$ 60.8	$ 11.3	$ 72.1	$ 56.1			

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.43	1.21
Bonus Co's Total Comp	------	0.48	1.23
Nonbonus Co's Salary	-.-.-.	0.25	1.30

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #21 - TOP GROCERY OPERATIONS
EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 22 - TOP MEAT OPERATIONS EXECUTIVE

Plans and directs the corporation's or operating company's meat merchandising program (including deli) in accordance with the firm's overall merchandising policies. Plans and develops merchandising assortments, buying programs and in-store presentations which will result in achievement of targeted meat sales, profit and turnover. Directs and controls all meat buying and pricing. Directs and controls meat selection, promotion and advertising plans. Develops financial forecasts for meat sales and profits.

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$150.0 AND ABOVE	GROUP EXEC.	$109.6	$ 8.0	$117.6		$ 70.5	$ 88.1	$105.7
	CEO/PRESIDENT	107.0	19.0	126.0				
	C.O.O.				$105.0			
	CEO/PRESIDENT	103.0	0.0	103.0				
	EXEC. V.P.	100.0	23.5	123.5		75.0	90.0	107.0
	SENIOR V.P.	93.0	15.2	108.2		59.6	79.5	99.4
	GROUP EXEC.	88.5	19.0	107.5		78.0	97.0	116.0
	EXEC. V.P.	80.0	9.5	89.5		58.8	73.6	88.3
	GROUP EXEC.	78.0	18.8	96.8		50.6	65.0	83.5
	VICE PRESIDENT	58.1	7.1	65.2		55.9	69.9	83.9
	VICE PRESIDENT	55.6	20.3	75.9				
	VICE PRESIDENT				55.0	48.3	59.2	70.1
	VICE PRESIDENT	53.0	0.0	53.0				
	NO IN POSITION: 13							
$ 418.6	WEIGHTED GROUP AVG:	$ 84.2	$ 12.7	$ 96.9	$ 80.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 22 - TOP MEAT OPERATIONS EXECUTIVE

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$149.9	SENIOR V.P.	$101.0	$ 12.6	$113.6		$ 50.8	$ 68.3	$ 85.4
TO	GROUP EXEC.				$ 86.3	67.0	83.8	100.6
$50.0	CEO/PRESIDENT	77.1	12.6	89.7				
	ASST. V.P./DIR	74.2	4.9	79.1		55.0	68.7	82.4
	CEO/PRESIDENT	70.2	11.1	81.3				
	VICE PRESIDENT	69.0	40.2	109.2		54.5	66.9	79.0
	VICE PRESIDENT	65.0	0.0	65.0		50.1	63.6	77.1
	SENIOR V.P.				62.3			
	VICE PRESIDENT	59.3	22.6	81.9		46.9	58.7	70.5
	C.O.O.	57.0	0.0	57.0		49.8	66.2	82.5
	SENIOR V.P.	53.7	6.7	60.4		43.5	53.7	64.0
	C.O.O.				53.5			
	VICE PRESIDENT				52.5	39.8	49.8	59.8
	GROUP EXEC.	52.0	21.0	73.0				
	VICE PRESIDENT	52.0	5.0	57.0		34.0	53.4	61.5
		49.4	2.5	51.9		40.2	50.4	60.4
	VICE PRESIDENT	44.0	5.1	49.1		38.0	44.0	50.0
	DIV. V.P./MGR.	37.0	0.0	37.0				
	VICE PRESIDENT	35.0	50.0	85.0				
	NO IN POSITION:	20						
$ 93.7	WEIGHTED GROUP AVG:	$ 60.1	$ 12.1	$ 72.2	$ 63.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 22 - TOP MEAT OPERATIONS EXECUTIVE

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$49.9	VICE PRESIDENT	$ 65.0	$ 20.0	$ 85.0		$ 46.9	$ 58.6	$ 70.3
TO		65.0	0.0	65.0				
$25.0	MANAGER				$ 54.3	33.4	44.5	55.6
	C.O.O.	52.8	7.0	59.8		45.6	53.7	61.7
	VICE PRESIDENT	51.2	0.0	51.2				
	C.O.O.				49.4			
	BOARD OF DIR.	49.0	0.0	49.0		29.3	36.6	44.0
	C.O.O.				48.1			
	SENIOR V.P.	48.0	2.7	50.7				
	VICE PRESIDENT	46.8	3.2	50.0		42.0	48.0	54.0
	C.O.O.				41.6			
	SENIOR V.P.	41.6	0.0	41.6				
	CEO/PRESIDENT	37.9	0.0	37.9				
	VICE PRESIDENT	34.0	4.2	38.2		25.1	32.4	39.6
	NO IN POSITION: 14							
$ 36.4	WEIGHTED GROUP AVG:	$ 49.1	$ 3.7	$ 52.8	$ 48.4			
$24.9	VICE PRESIDENT	$ 61.5	$ 15.3	$ 76.8				
AND BELOW	VICE PRESIDENT	55.6	6.0	61.6		$ 38.3	$ 51.0	$ 61.2
	SENIOR V.P.				$ 49.4			
	C.O.O.	47.5	3.0	50.5				
	CEO/PRESIDENT				45.9			
	EXEC. V.P.	45.0	2.0	47.0				
	BOARD OF DIR.				43.0			
	EXEC. V.P.	41.7	7.2	48.9		36.0	41.2	51.5
	EXEC. V.P.	31.6	2.7	34.3				
	BOARD OF DIR.				30.0			
	NO IN POSITION: 10							
$ 16.9	WEIGHTED GROUP AVG:	$ 47.2	$ 6.0	$ 53.2	$ 42.1			

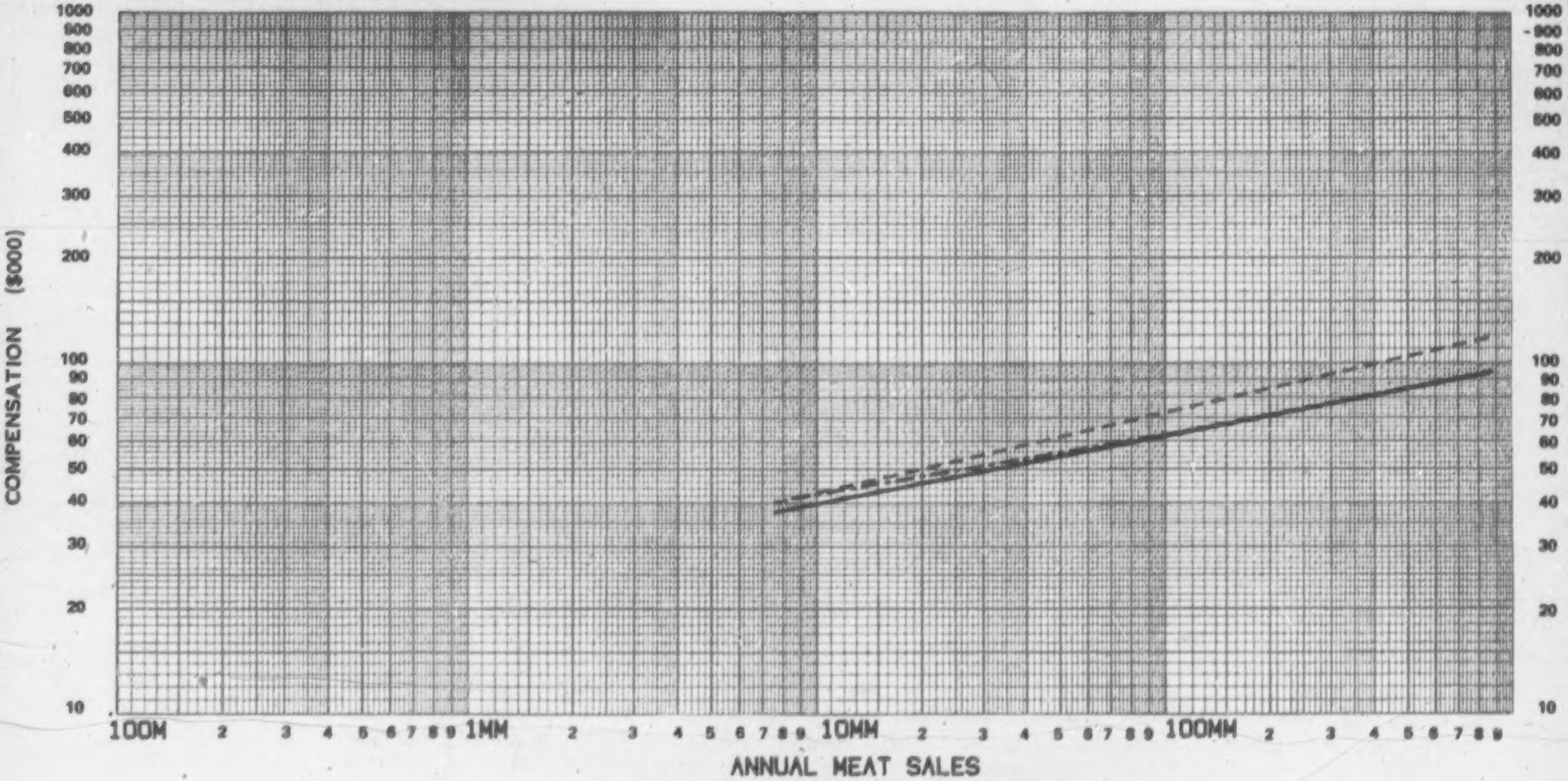
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 22 - TOP MEAT OPERATIONS EXECUTIVE

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
NO SCOPE REPORTED	GROUP EXEC.	$107.1	$ 58.4	$165.5		$ 87.4	$109.3	$131.2
	EXEC. V.P.	90.0	9.0	99.0				
	CEO/PRESIDENT	85.0	50.0	135.0				
	EXEC. V.P.				$ 79.8			
	VICE PRESIDENT	70.6	11.8	82.4		57.1	76.1	95.2
	VICE PRESIDENT	65.0	6.5	71.5				
	EXEC. V.P.				65.0			
	VICE PRESIDENT	62.1	8.0	70.1		43.1	55.0	67.0
	C.O.O.	55.6	15.5	71.1				
	VICE PRESIDENT	53.9	9.5	63.4		39.6	49.5	59.4
	C.O.O.				51.0			
	VICE PRESIDENT				36.0			
	NO IN POSITION: 13							
	WEIGHTED GROUP AVG:	$ 71.7	$ 20.4	$ 92.1	$ 58.0			
	NO IN POSITION: 70							
$ 140.2	POSITION AVERAGE:	$ 63.6	$ 11.4	$ 75.0	$ 56.0			

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———	0.48	1.26
Bonus Co's Total Comp ------	0.52	1.28
Nonbonus Co's Salary -.-.-.	0.50	1.16

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #22 - TOP MEAT OPERATIONS EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 23 - TOP PRODUCE OPERATIONS EXECUTIVE

Plans and directs the corporation's or operating company's produce merchandising program in accordance with the firm's overall merchandising policies. Plans and develops merchandising assortments, buying programs and in-store presentations which will result in achievement of targeted produce sales, profits and turnover. Directs and controls all produce buying and pricing. Directs and controls produce selection, promotion and advertising plans. Develops financial forecasts for produce sales and profits.

SCOPE ANNUAL PRODUCE SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$75.0 AND ABOVE	C.O.O.				$100.0			
	EXEC. V.P.	$100.0	$ 24.3	$124.3		$ 75.0	$ 90.0	$107.0
	CEO/PRESIDENT	97.0	18.0	115.0				
	CEO/PRESIDENT	88.8	0.0	88.8				
	GROUP EXEC.	84.5	8.0	92.5		66.7	83.4	100.0
	VICE PRESIDENT	82.0	13.2	95.2		55.9	69.9	83.9
	GROUP EXEC.	81.6	19.0	100.6		78.0	97.0	116.0
	VICE PRESIDENT	81.5	16.4	97.9		48.5	64.7	80.9
	GROUP EXEC.	77.0	18.5	95.5		50.6	65.0	83.5
	SENIOR V.P.	75.2	9.1	84.3		46.1	61.5	76.9
	VICE PRESIDENT	61.6	22.5	84.1				
	VICE PRESIDENT				57.0	48.3	59.2	70.1
	SENIOR V.P.	53.7	6.7	60.4		43.5	53.7	64.0
	VICE PRESIDENT	52.0	0.0	52.0				
	SENIOR V.P.	50.0	2.7	52.7				
	NO IN POSITION: 15							
$ 180.2	WEIGHTED GROUP AVG:	$ 75.8	$ 12.1	$ 87.9	$ 78.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 23 - TOP PRODUCE OPERATIONS EXECUTIVE

SCOPE ANNUAL PRODUCE SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$74.9 TO $50.0	GROUP EXEC.				$ 86.1	$ 61.0	$ 76.3	$ 91.4
	VICE PRESIDENT	$ 68.8	$ 0.0	$ 68.8		50.1	63.6	77.1
	CEO/PRESIDENT	65.0	10.2	75.2				
	ASST. V.P./DIR	62.2	4.0	66.2		55.0	68.7	82.4
	EXEC. V.P.	57.9	11.5	69.4		50.4	63.0	75.6
	VICE PRESIDENT	54.0	13.7	67.7		43.2	52.8	62.6
	VICE PRESIDENT	44.5	5.1	49.6		38.0	44.0	50.0
	DIV. V.P./MGR.	38.5	0.0	38.5				
	NO IN POSITION: 8							
$ 64.7	WEIGHTED GROUP AVG:	$ 55.8	$ 6.4	$ 62.2	$ 86.1			
$49.9 TO $25.0	VICE PRESIDENT	$100.0	$ 55.0	$155.0		$ 64.8	$ 81.0	$ 97.2
	CEO/PRESIDENT	66.9	12.7	79.6				
		65.0	0.0	65.0				
	VICE PRESIDENT	60.0	0.0	60.0				
	SENIOR V.P.				$ 58.7			
	C.O.O.				53.5			
	GROUP EXEC.	50.2	13.0	63.2				
	VICE PRESIDENT				50.0	39.8	49.8	59.8
	C.O.O.				45.5			
		45.1	3.0	48.1		35.8	44.8	53.8
	VICE PRESIDENT	43.7	16.7	60.4		46.9	58.6	70.5
	VICE PRESIDENT	30.0	33.0	63.0				
	NO IN POSITION: 12							
$ 35.4	WEIGHTED GROUP AVG:	$ 57.6	$ 16.7	$ 74.3	$ 51.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 23 - TOP PRODUCE OPERATIONS
EXECUTIVE

SCOPE ANNUAL PRODUCE SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$24.9 AND BELOW	EXEC. V.P.	$ 69.5	$ 10.3	$ 79.8		$ 36.0	$ 41.2	$ 51.5
	VICE PRESIDENT	55.0	13.7	68.7				
	C.O.O.				$ 53.1	37.5	50.0	62.5
	C.O.O.	49.7	2.8	52.5		45.0	52.9	60.9
	C.O.O.				46.8			
	VICE PRESIDENT	46.8	3.2	50.0		42.0	48.0	54.0
	VICE PRESIDENT	45.2	3.0	48.2				
	BOARD OF DIR.	45.0	0.0	45.0		29.3	36.6	44.0
	VICE PRESIDENT	44.9	5.1	50.0		25.1	32.4	39.6
	SENIOR V.P.	43.2	0.0	43.2				
	BOARD OF DIR.				40.0			
	SENIOR V.P.				37.8			
	CEO/PRESIDENT	36.6	0.0	36.6				
	EXEC. V.P.	31.7	3.0	34.7				
	C.O.O.				31.2			
	EXEC. V.P.	29.0	1.0	30.0				
	NO IN POSITION: 16							
$ 13.4	WEIGHTED GROUP AVG:	$ 45.1	$ 3.9	$ 49.0	$ 41.8			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 23 - TOP PRODUCE OPERATIONS EXECUTIVE

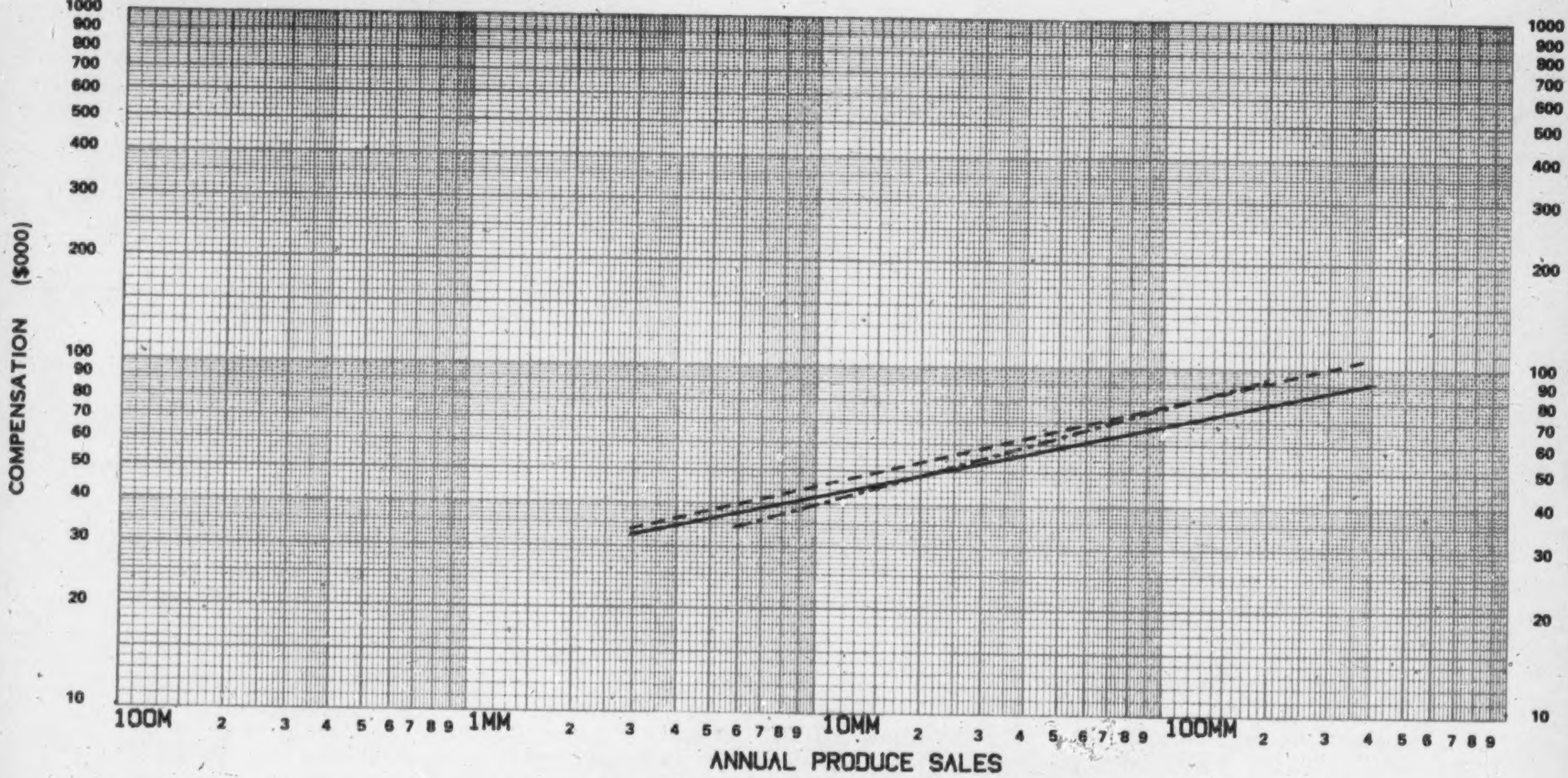
SCOPE ANNUAL PRODUCE SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
NO SCOPE	EXEC. V.P.	$ 95.0	$ 13.5	$108.5				
REPORTED	GROUP EXEC.	89.3	58.3	147.6		$ 87.4	$109.3	$131.2
	VICE PRESIDENT	73.6	10.0	83.6				
	VICE PRESIDENT	69.0	7.5	76.5				
	ASST. V.P./DIR				$ 61.8			
	VICE PRESIDENT	61.4	8.0	69.4		43.1	55.0	67.0
	VICE PRESIDENT	59.5	9.2	68.7		50.4	67.2	84.0
	VICE PRESIDENT	50.8	9.5	60.3		37.7	47.1	56.5
	C.O.O.	46.2	16.5	62.7				
					38.4			
	NO IN POSITION: 11							
	WEIGHTED GROUP AVG:	$ 65.7	$ 16.5	$ 82.2	$ 50.1			
	NO IN POSITION: 62							
$ 75.7	POSITION AVERAGE:	$ 60.9	$ 11.0	$ 71.9	$ 54.3			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.66	1.20
Bonus Co's Total Comp	------	0.66	1.22
Nonbonus Co's Salary	—.—.—.	0.69	1.21



SURVEY POSITION #23 - TOP PRODUCE OPERATIONS EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 24 - TOP GEN'L MERCH/NONFOOD OPERATIONS EXEC.

Plans and directs the corporation's or operating company's nonfood merchandising programs in accordance with the firm's overall merchandising policies. Plans and develops nonfood merchandising assortments, buying programs and in-store presentations which will result in achievement of targeted nonfood sales, profit and turnover. Directs and controls all nonfood buying and pricing. Directs and controls nonfood product selection, promotion and advertising plans. Develops financial forecasts for nonfood sales and profits.

SCOPE		BONUS COMPANIES			NONBONUS	SALARY RANGE		
ANNUAL NONFOOD SALES				TOTAL	COMPANIES			
($MIL)	REPORTS TO	SALARY	BONUS	COMP	SALARY	MIN	MID	MAX
$150.0 AND ABOVE	EXEC. V.P.	$110.3	$ 24.2	$134.5		$ 75.0	$ 90.0	$107.0
	VICE PRESIDENT	80.3	9.6	89.9		53.6	66.9	80.3
	GROUP EXEC.				$ 80.0			
	SENIOR V.P.	72.0	14.2	86.2		56.0	74.7	93.4
	VICE PRESIDENT	51.8	18.9	70.7				
	NO IN POSITION:	5						
$ 244.1	WEIGHTED GROUP AVG:	$ 78.6	$ 16.7	$ 95.3	$ 80.0			
$149.9 TO $50.0	SENIOR V.P.	$ 95.0	$ 0.0	$ 95.0				
	VICE PRESIDENT	93.5	0.0	93.5		$ 50.1	$ 63.6	$ 77.1
	GROUP EXEC.				$ 87.9	67.0	83.8	100.6
	CEO/PRESIDENT	78.8	4.7	83.5		63.0	84.5	101.0
	VICE PRESIDENT	77.5	4.8	82.3		55.0	68.7	82.4
	EXEC. V.P.	73.5	0.0	73.5				
	VICE PRESIDENT				52.0	48.3	59.2	70.1
	DIV. V.P./MGR.	49.5	7.0	56.5				
	VICE PRESIDENT				47.5	39.2	48.2	56.9
	NO IN POSITION:	10						
$ 79.3	WEIGHTED GROUP AVG:	$ 78.1	$ 3.0	$ 81.1	$ 62.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 24 - TOP GEN'L MERCH/NONFOOD OPERATIONS EXEC.

SCOPE ANNUAL NONFOOD SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$49.9 TO $25.0	VICE PRESIDENT	$ 56.5	$ 0.0	$ 56.5				
	EXEC. V.P.	55.9	4.3	60.2				
		47.7	3.4	51.1		$ 35.8	$ 44.8	$ 53.8
	VICE PRESIDENT	45.0	0.0	45.0		38.8	51.7	64.5
	VICE PRESIDENT	40.0	15.7	55.7		39.9	49.8	59.8
	C.O.O.				$ 36.9			
	DIV. V.P./MGR.	36.4	0.0	36.4		35.5	44.4	53.3
	SENIOR V.P.	35.6	0.0	35.6				
	VICE PRESIDENT	30.0	26.0	56.0				
	NO IN POSITION: 9							
$ 40.0	WEIGHTED GROUP AVG:	$ 43.4	$ 6.2	$ 49.6	$ 36.9			
$24.9 AND BELOW	VICE PRESIDENT	$ 60.0	$ 5.0	$ 65.0		$ 55.0	$ 62.0	$ 68.0
	C.O.O.	50.0	5.0	55.0				
	SENIOR V.P.	47.2	6.7	53.9				
	SENIOR V.P.				$ 45.7	37.2	45.7	54.3
	VICE PRESIDENT	44.9	3.0	47.9				
	VICE PRESIDENT	43.0	0.0	43.0		22.9	28.2	33.5
	CEO/PRESIDENT	42.9	2.6	45.5				
	EXEC. V.P.	41.7	7.2	48.9		30.9	41.2	51.5
	VICE PRESIDENT				40.8	39.8	49.8	59.8
	EXEC. V.P.				36.7			
	EXEC. V.P.				35.0			
	BOARD OF DIR.	29.5	0.0	29.5		29.3	36.6	44.0
	SENIOR V.P.				27.9			
	CEO/PRESIDENT	27.1	2.3	29.4				
	NO IN POSITION: 14							
$ 8.9	WEIGHTED GROUP AVG:	$ 42.9	$ 3.6	$ 46.5	$ 37.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 24 - TOP GEN'L MERCH/NONFOOD
OPERATIONS EXEC.

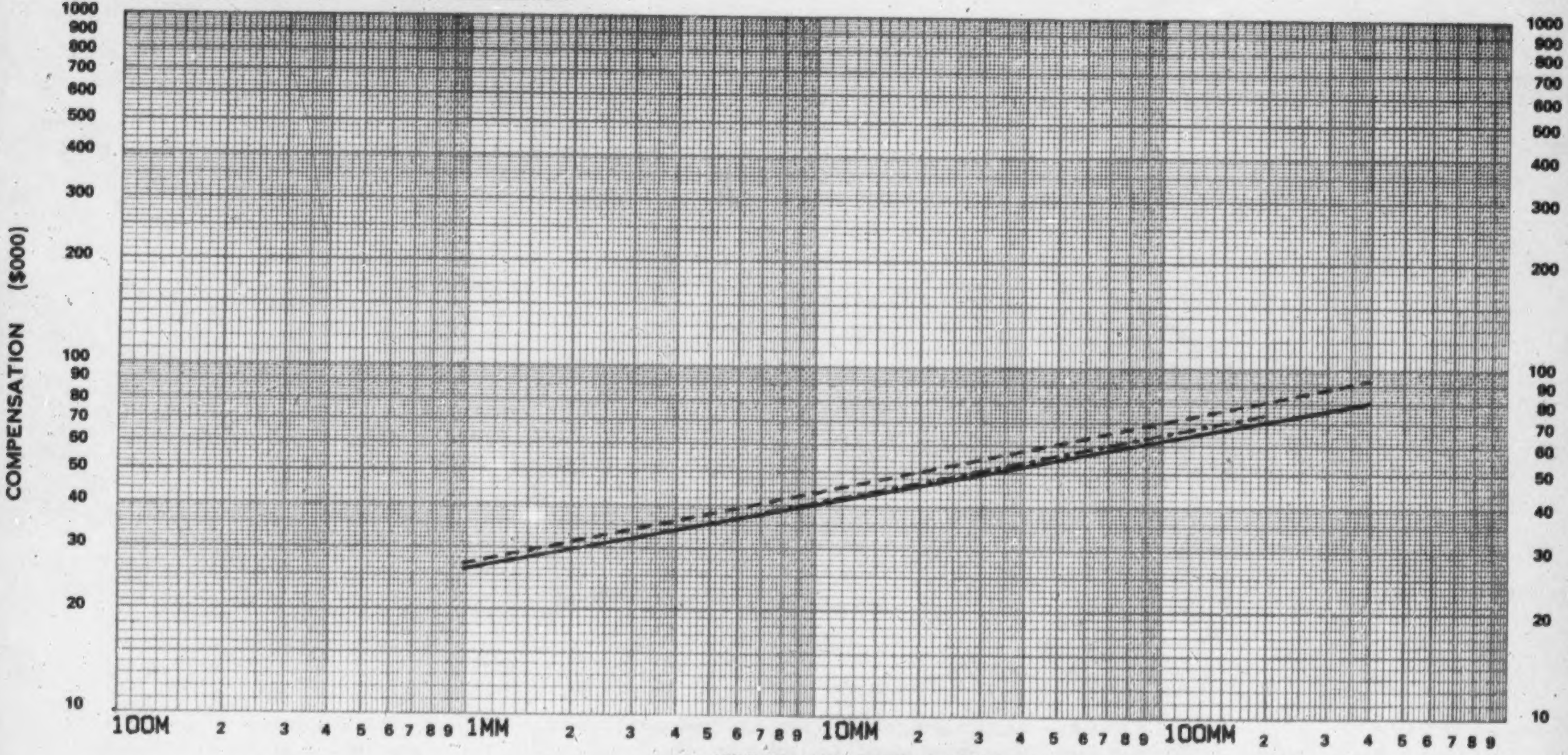
SCOPE ANNUAL NONFOOD SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	 BONUS	 TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	 MID	 MAX
NO SCOPE REPORTED	GROUP EXEC.	$120.0	$ 59.9	$179.9		$ 87.4	$109.3	$131.2
	SENIOR V.P.	94.0	12.0	106.0				
	EXEC. V.P.	90.0	10.0	100.0				
	GROUP EXEC.	85.1	20.0	105.1		50.6	65.0	83.5
	SENIOR V.P.	84.7	9.8	94.5		56.4	75.2	93.9
	SENIOR V.P.	70.9	19.8	90.7		46.2	57.7	69.2
	VICE PRESIDENT	53.0	0.0	53.0		50.4	67.2	84.0
	VICE PRESIDENT	52.1	8.0	60.1		38.3	48.7	59.1
		49.4	0.0	49.4				
	ASST. V.P./DIR				$ 41.8			
	EXEC. V.P.				35.0			
	VICE PRESIDENT	25.0	4.0	29.0				
	NO IN POSITION:	12						
	WEIGHTED GROUP AVG:	$ 72.4	$ 14.4	$ 86.8	$ 38.4			
	NO IN POSITION:	50						
$ 65.7	POSITION AVERAGE:	$ 61.0	$ 8.2	$ 69.2	$ 47.3			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.49	1.30
Bonus Co's Total Comp	------	0.64	1.24
Nonbonus Co's Salary	-.-.-.	0.69	1.24



ANNUAL NONFOOD SALES

SURVEY POSITION #24 - TOP GEN'L MERCH/NONFOOD OPERATIONS EXEC.

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 25 - GROCERY MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$250.0	SENIOR V.P.	$ 72.0	$ 0.0	$ 72.0				
AND ABOVE	VICE PRESIDENT	52.0	13.5	65.5		$ 45.6	$ 55.2	$ 64.9
	VICE PRESIDENT	51.0	11.9	62.9		40.0	47.9	57.5
		49.4	0.0	49.4				
	GROUP EXEC.				$ 41.3	32.2	40.4	48.7
	ASST. V.P./DIR	41.3	5.4	46.7		35.9	44.9	53.9
	DIV. V.P./MGR.	36.4	3.0	39.4		35.5	44.4	53.3
	SENIOR V.P.				35.9			
	VICE PRESIDENT				34.2	29.7	36.3	43.2
	MANAGER	30.0	0.0	30.0		19.8	26.3	30.3
	MANAGER	28.5	0.0	28.5				
	NO IN POSITION: 12							
$ 495.7	WEIGHTED GROUP AVG:	$ 45.7	$ 5.1	$ 50.8	$ 37.1			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 25 - GROCERY MERCHANDISER

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$249.9	CEO/PRESIDENT	$ 82.6	$ 15.7	$ 98.3				
TO	REG. V.P./MGR.	56.1	6.0	62.1		$ 43.9	$ 54.9	$ 65.9
$100.0	GROUP EXEC.	49.3	15.0	64.3				
	VICE PRESIDENT	48.1	3.9	52.0		44.0	50.0	58.0
	MANAGER				$ 45.7	37.2	45.7	54.3
	EXEC. V.P.	43.9	1.4	45.3				
	VICE PRESIDENT	43.2	2.3	45.5		34.8	43.5	52.2
	VICE PRESIDENT	43.1	5.3	48.4		36.7	44.0	52.8
	VICE PRESIDENT	43.0	14.0	57.0				
	SENIOR V.P.				24.7			
	NO IN POSITION: 25							
$ 189.3	WEIGHTED GROUP AVG:	$ 51.2	$ 6.9	$ 58.1	$ 40.5			

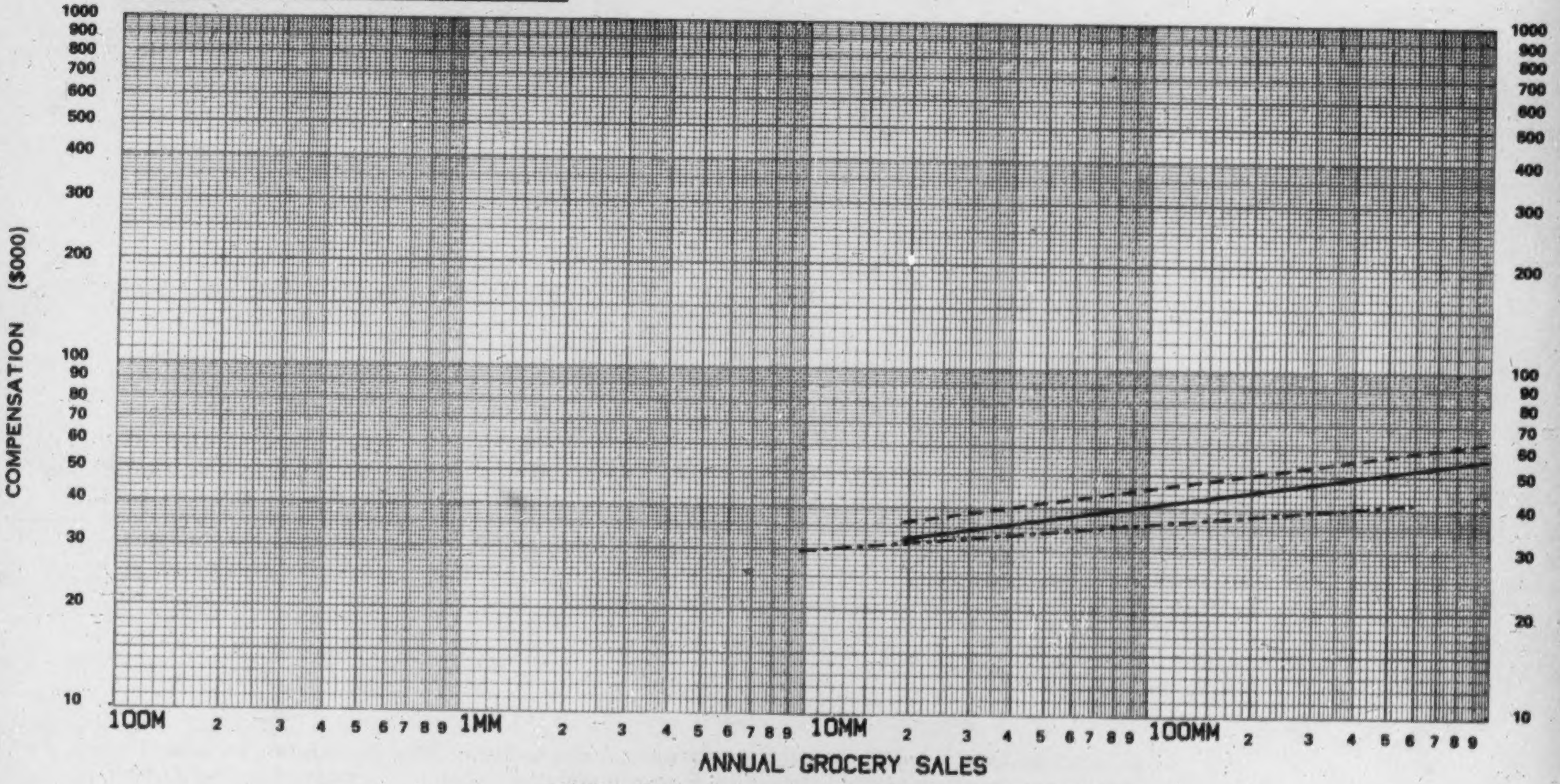
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 25 - GROCERY MERCHANDISER

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$99.9 AND BELOW	ASST. V.P./DIR				$ 41.7			
	GROUP EXEC.				41.6			
		$ 41.5	$ 1.1	$ 42.6		$ 31.4	$ 39.3	$ 47.2
	SENIOR V.P.				41.1			
	EXEC. V.P.	40.3	10.1	50.4				
	EXEC. V.P.	39.2	2.9	42.1		30.9	41.2	46.3
		39.0	9.0	48.0		39.8	49.8	59.8
	VICE PRESIDENT				38.7	30.0	37.5	45.0
	GROUP EXEC.	35.0	0.0	35.0				
	ASST. V.P./DIR				32.2			
	ASST. V.P./DIR	31.7	1.9	33.6				
	MANAGER				30.0			
	MANAGER				29.7	23.2	30.9	38.6
	CEO/PRESIDENT	28.3	0.0	28.3				
	GROUP EXEC.	27.0	7.5	34.5		25.0	32.0	40.0
	CEO/PRESIDENT				26.0			
					24.6	19.9	24.9	29.9
	NO IN POSITION: 126							
$ 35.2	WEIGHTED GROUP AVG:	$ 28.1	$ 6.9	$ 35.0	$ 30.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 25 - GROCERY MERCHANDISER

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
NO SCOPE REPORTED	ASST. V.P./DIR	$ 64.5	$ 12.5	$ 77.0		$ 47.9	$ 59.9	$ 71.9
	ASST. V.P./DIR	59.8	12.4	72.2		47.9	59.9	71.9
	ASST. V.P./DIR	58.7	12.1	70.8		47.9	59.9	71.9
	GROUP EXEC.	53.7	6.5	60.2				
	VICE PRESIDENT	51.6	0.7	52.3		34.6	41.6	48.5
	MANAGER	42.4	5.3	47.7		35.2	46.9	58.6
	ASST. V.P./DIR	41.0	5.5	46.5		31.0	40.4	49.8
					$ 39.0			
	DIST.MANAGER	34.9	9.5	44.4		30.0	35.0	40.0
	ASST. V.P./DIR				34.8			
	DIV. V.P./MGR.				33.6	28.6	34.6	40.6
	NO IN POSITION: 43							
	WEIGHTED GROUP AVG:	$ 48.4	$ 8.7	$ 57.1	$ 34.3			
	NO IN POSITION: 206							
$ 92.7	POSITION AVERAGE:	$ 37.8	$ 7.3	$ 45.1	$ 31.6			

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.45	1.19
Bonus Co's Total Comp	------	0.39	1.22
Nonbonus Co's Salary	-.-.-.	0.21	1.20



SURVEY POSITION #25 - GROCERY MERCHANDISER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 26 - MEAT MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$75.0	VICE PRESIDENT	$ 83.0	$ 0.0	$ 83.0				
AND ABOVE	VICE PRESIDENT	62.0	12.0	74.0		$ 40.0	$ 47.9	$ 57.5
	GROUP EXEC.				$ 50.2	32.2	40.4	48.7
	DIV. V.P./MGR.	46.2	5.0	51.2		35.5	44.4	53.3
	ASST. V.P./DIR				45.8	37.8	46.3	54.8
	MANAGER	30.0	0.0	30.0				
	NO IN POSITION:	7						
$ 152.1	WEIGHTED GROUP AVG:	$ 56.6	$ 5.8	$ 62.4	$ 48.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 26 - MEAT MERCHANDISER

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$74.9 TO $25.0	VICE PRESIDENT	$ 65.8	$ 12.5	$ 78.3				
	REG. V.P./MGR.	58.4	5.7	64.1		$ 43.9	$ 54.9	$ 65.9
		58.0	6.0	64.0		39.8	49.8	59.8
	VICE PRESIDENT	57.0	14.5	71.5		45.6	55.2	64.9
	VICE PRESIDENT	47.9	7.7	55.6		36.7	44.0	52.8
	VICE PRESIDENT	46.8	3.2	50.0		42.0	48.0	54.0
	ASST. V.P./DIR				$ 45.6	35.3	40.8	46.0
	VICE PRESIDENT	43.0	14.0	57.0				
	VICE PRESIDENT	41.2	0.0	41.2		25.9	32.5	39.1
	GROUP EXEC.	40.0	7.7	47.7		30.3	41.4	49.7
	ASST. V.P./DIR				39.2	30.4	38.0	45.6
	VICE PRESIDENT	38.1	2.0	40.1		31.8	39.8	47.8
	VICE PRESIDENT				38.0			
	MANAGER				29.6	22.9	30.5	38.1
	NO IN POSITION:	60						
$ 40.4	WEIGHTED GROUP AVG:	$ 47.1	$ 6.8	$ 53.9	$ 34.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 26 - MEAT MERCHANDISER

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$24.9		$ 47.8	$ 0.0	$ 47.8				
AND BELOW		45.5	1.0	46.5		$ 35.8	$ 44.8	$ 53.8
	GROUP EXEC.	43.2	7.2	50.4				
	VICE PRESIDENT	41.6	2.1	43.7		30.0	37.5	45.0
	VICE PRESIDENT	41.5	0.0	41.5		30.8	41.0	51.3
	VICE PRESIDENT				$ 39.6	25.7	32.1	38.5
	EXEC. V.P.	39.3	5.2	44.5				
	MANAGER				39.2	32.1	39.2	46.4
	SENIOR V.P.				36.8			
	ASST. V.P./DIR				36.1			
	ASST. V.P./DIR	35.8	5.3	41.1		29.7	36.3	43.2
	SENIOR V.P.				33.0			
	ASST. V.P./DIR	32.6	1.8	34.4				
	CEO/PRESIDENT				31.2			
	ASST. V.P./DIR				31.2			
	GROUP EXEC.	29.8	1.5	31.3				
	MANAGER	28.8	0.7	29.5		19.8	26.3	30.3
	CEO/PRESIDENT	28.4	0.0	28.4				
	MANAGER				28.0			
	NO IN POSITION: 54							
$ 14.2	WEIGHTED GROUP AVG:	$ 35.5	$ 2.4	$ 37.9	$ 35.4			

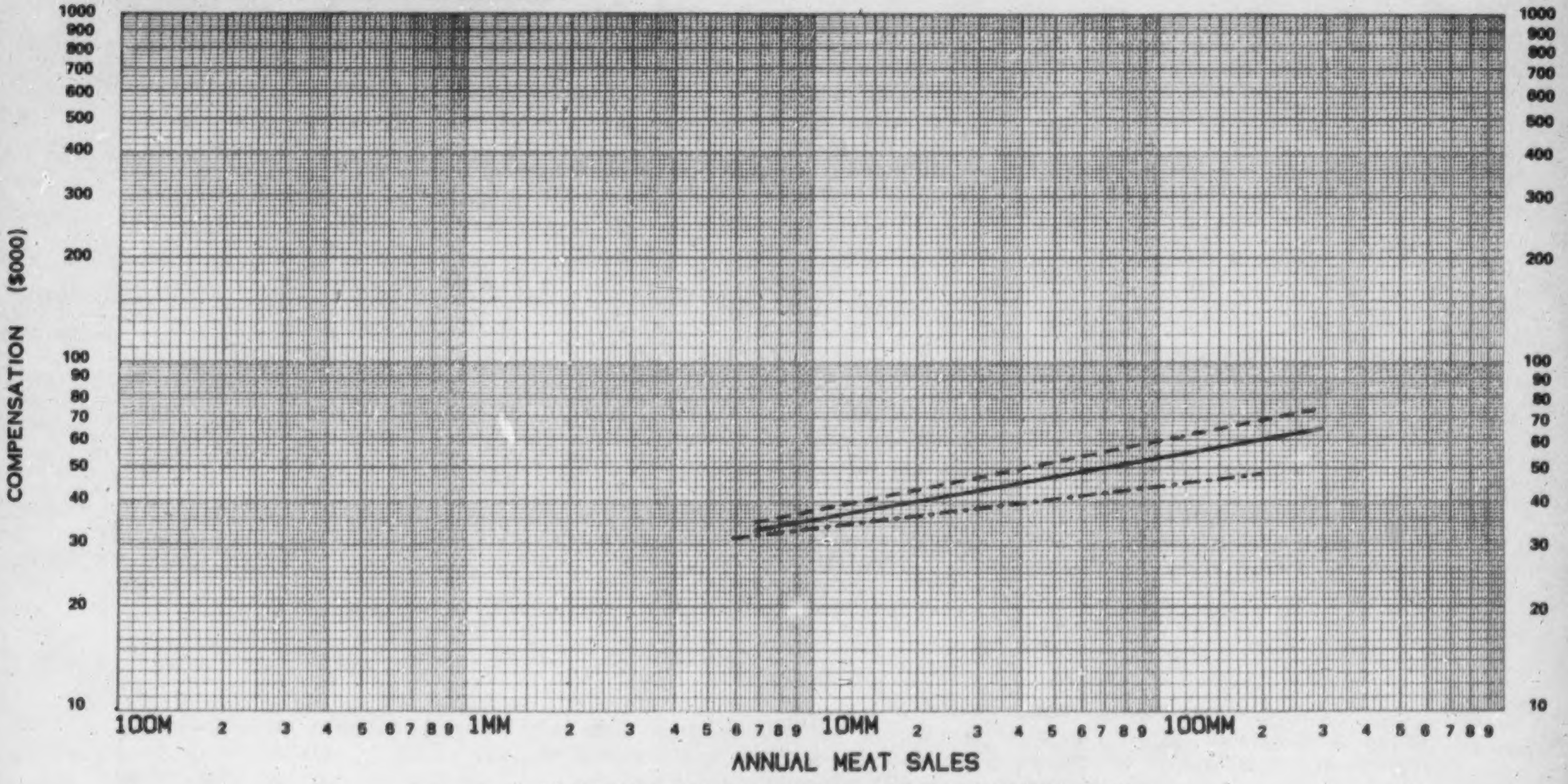
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 26 - MEAT MERCHANDISER

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
NO SCOPE REPORTED	ASST. V.P./DIR	$ 63.1	$ 12.5	$ 75.6		$ 47.9	$ 59.9	$ 71.9
	ASST. V.P./DIR	62.4	12.7	75.1		47.9	59.9	71.9
	ASST. V.P./DIR	56.6	9.7	66.3		47.9	59.9	71.9
	VICE PRESIDENT	56.0	6.5	62.5				
	VICE PRESIDENT	52.4	1.0	53.4		34.6	41.6	48.5
	ASST. V.P./DIR	46.9	4.1	51.0		31.0	40.4	49.8
					$ 37.4			
	DIV. V.P./MGR.				31.8	28.6	34.6	40.6
	MANAGER				30.0	31.3	41.8	52.2
	NO IN POSITION: 29							
	WEIGHTED GROUP AVG:	$ 56.7	$ 7.8	$ 64.5	$ 32.3			
	NO IN POSITION: 150							
$ 35.2	POSITION AVERAGE:	$ 45.5	$ 5.3	$ 50.8	$ 34.9			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.41	1.24
Bonus Co's Total Comp	------	0.41	1.27
Nonbonus Co's Salary	-.-.-.	0.50	1.14



SURVEY POSITION #28 - MEAT MERCHANDISER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 27 - PRODUCE MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

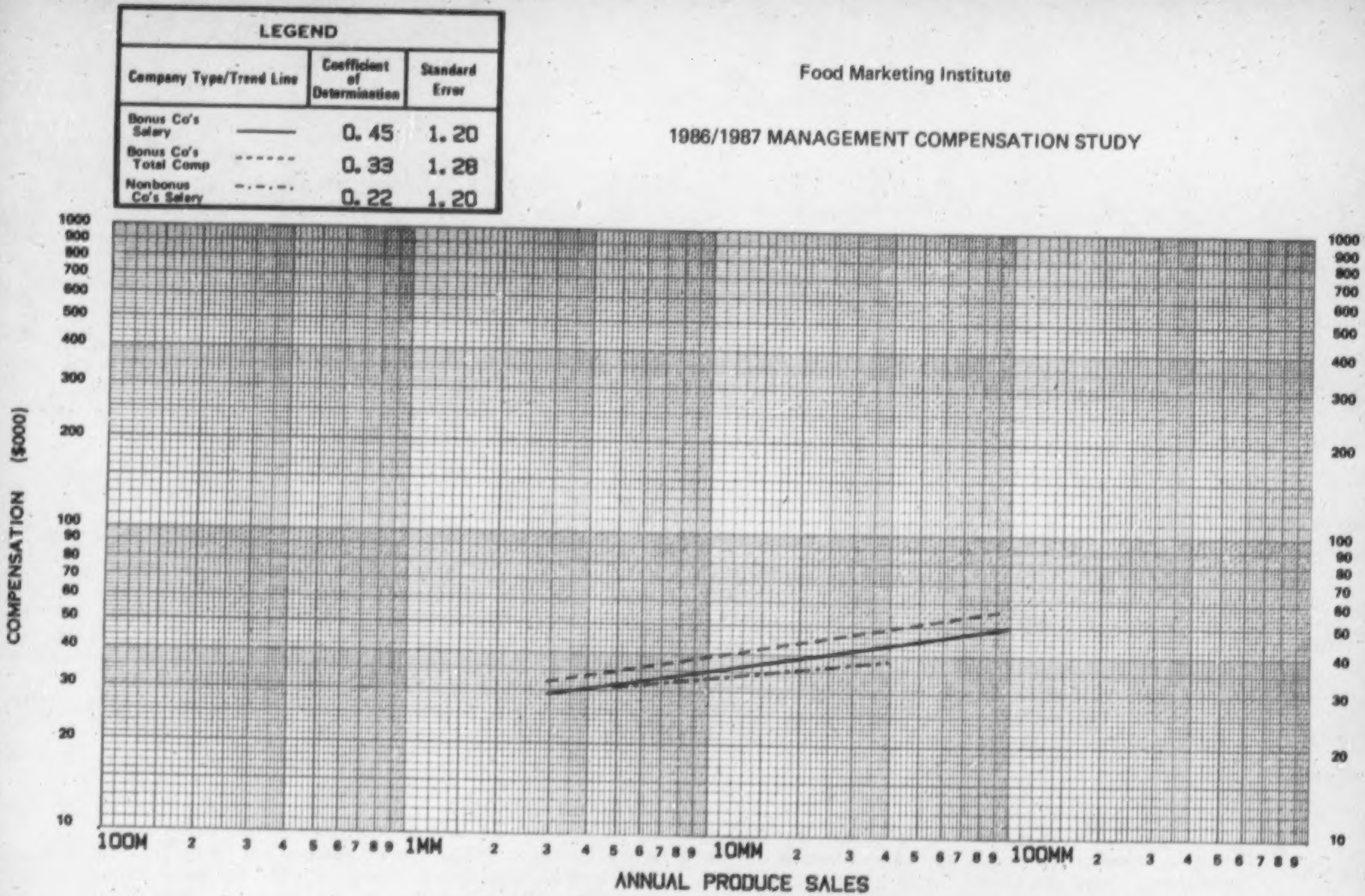
SCOPE ANNUAL PRODUCE SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$25.0	VICE PRESIDENT	$ 57.4	$ 15.2	$ 72.6		$ 45.6	$ 55.2	$ 64.9
AND ABOVE	VICE PRESIDENT	54.3	10.3	64.6				
	VICE PRESIDENT	52.0	0.0	52.0				
	VICE PRESIDENT	46.6	11.3	57.9		40.0	47.9	57.5
	GROUP EXEC.				$ 46.1	30.4	38.2	45.9
	ASST. V.P./DIR				44.6	35.3	40.8	46.0
	VICE PRESIDENT	44.3	7.0	51.3		36.7	44.0	52.8
	DIV. V.P./MGR.	40.5	5.0	45.5		24.6	30.8	36.9
	ASST. V.P./DIR				38.4	30.4	38.0	45.6
	VICE PRESIDENT	37.8	2.0	39.8		30.6	38.3	46.0
		35.0	2.5	37.5		33.3	41.5	49.9
	VICE PRESIDENT				32.5			
	NO IN POSITION:	21						
$ 49.7	WEIGHTED GROUP AVG:	$ 45.1	$ 6.7	$ 51.8	$ 42.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 27 - PRODUCE MERCHANDISER

SCOPE ANNUAL PRODUCE SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$24.9 TO $10.0	REG. V.P./MGR.	$ 53.8	$ 5.9	$ 59.7		$ 43.9	$ 54.9	$ 65.9
		40.3	1.0	41.3		31.4	39.3	47.2
	MANAGER				$ 39.2	32.1	39.2	46.4
	VICE PRESIDENT	37.0	10.0	47.0				
	ASST. V.P./DIR	34.2	4.9	39.1		29.7	36.3	43.2
	GROUP EXEC.	33.7	7.7	41.4		30.4	37.4	49.1
	EXEC. V.P.	32.0	3.0	35.0		30.9	32.9	41.2
	ASST. V.P./DIR				31.6			
	ASST. V.P./DIR	31.5	1.7	33.2				
	SENIOR V.P.				29.4			
	NO IN POSITION: 39							
$ 15.7	WEIGHTED GROUP AVG:	$ 40.8	$ 5.8	$ 46.6	$ 36.4			
$9.9 AND BELOW	VICE PRESIDENT	$ 55.1	$ 7.0	$ 62.1		$ 30.0	$ 37.5	$ 45.0
	EXEC. V.P.	45.2	18.1	63.3				
	GROUP EXEC.	42.1	6.6	48.7				
	VICE PRESIDENT				$ 40.3	21.6	27.0	32.4
	CEO/PRESIDENT				38.5			
	GROUP EXEC.	30.0	0.0	30.0				
	MANAGER				29.1	21.8	29.0	36.3
	ASST. V.P./DIR				28.9			
	MANAGER	26.5	0.5	27.0		19.8	26.3	30.3
	CEO/PRESIDENT	25.2	0.0	25.2				
	SENIOR V.P.				25.1			
		18.1	0.0	18.1				
	NO IN POSITION: 39							
$ 7.2	WEIGHTED GROUP AVG:	$ 31.4	$ 3.3	$ 34.7	$ 29.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 27 - PRODUCE MERCHANDISER

SCOPE ANNUAL PRODUCE SALES		BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
($MIL)	REPORTS TO	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
NO SCOPE REPORTED	ASST. V.P./DIR	$ 63.7	$ 10.0	$ 73.7		$ 49.9	$ 59.9	$ 71.9
	ASST. V.P./DIR	62.3	13.3	75.6		47.9	59.9	71.9
	VICE PRESIDENT	56.0	6.5	62.5				
	ASST. V.P./DIR	55.4	11.3	66.7		47.9	59.9	71.9
	VICE PRESIDENT	52.4	0.9	53.3		34.6	41.6	48.5
	ASST. V.P./DIR	41.2	6.0	47.2		31.0	40.4	49.8
	ASST. V.P./DIR				$ 39.6			
	DIV. V.P./MGR.				31.5	28.6	34.6	40.6
					28.3			
	C.O.O.	28.0	1.0	29.0				
	GROUP EXEC.	22.6	1.7	24.3				
	NO IN POSITION: 39							
	WEIGHTED GROUP AVG:	$ 51.8	$ 7.6	$ 59.4	$ 32.7			
	NO IN POSITION: 138							
$ 19.6	POSITION AVERAGE:	$ 42.8	$ 6.0	$ 48.8	$ 34.3			



SURVEY POSITION #27 - PRODUCE MERCHANDISER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 28 - FROZEN FOODS MERCHANDISER

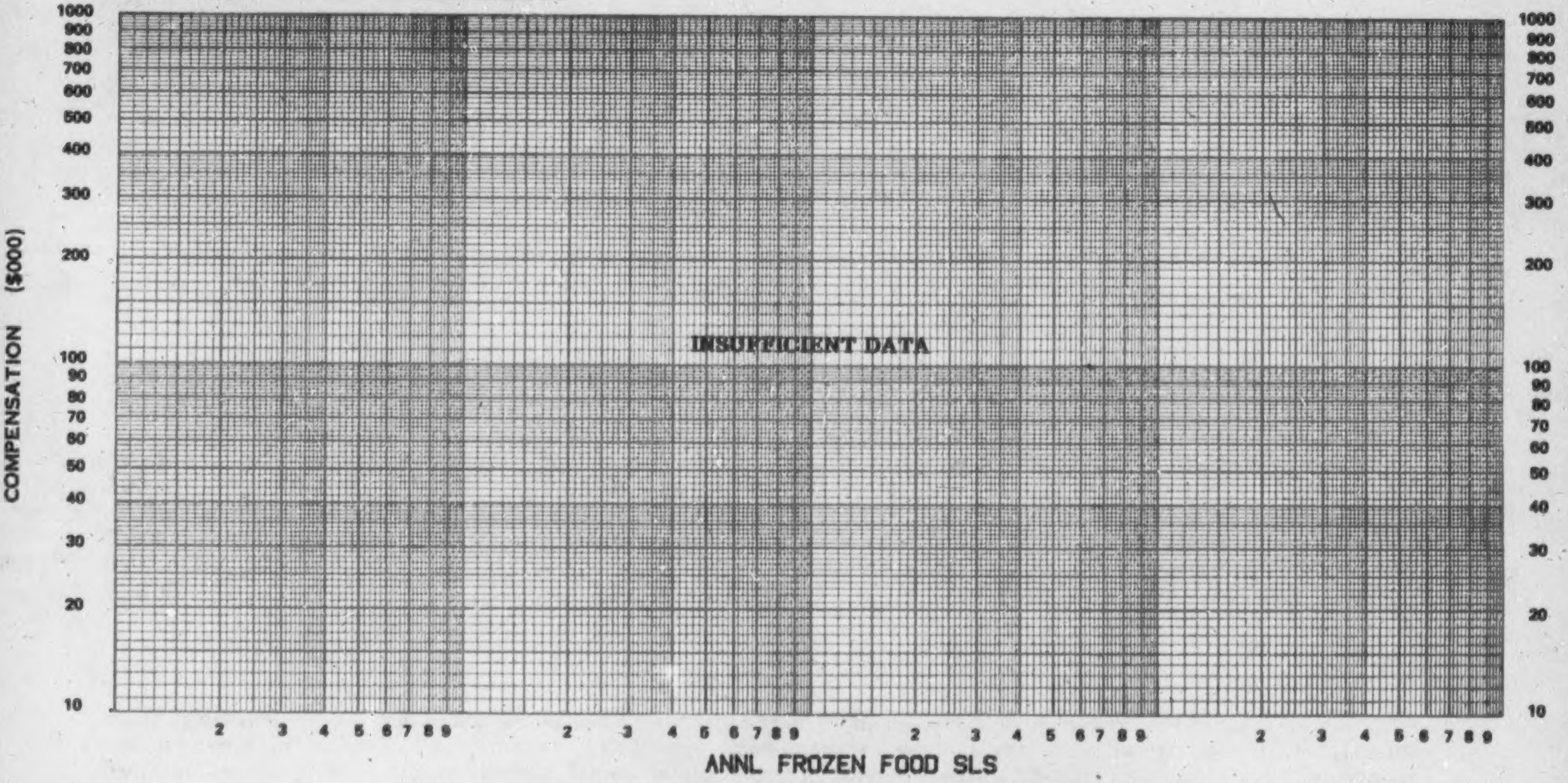
Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNL FROZEN FOOD SLS ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$50.0		$ 47.2	$ 2.7	$ 49.9		$ 35.8	$ 44.8	$ 53.8
AND BELOW	VICE PRESIDENT	36.9	5.0	41.9		39.8	49.8	59.8
	VICE PRESIDENT	36.8	5.5	42.3				
	GROUP EXEC.	36.4	2.2	38.6				
	VICE PRESIDENT	33.5	27.0	60.5				
	ASST. V.P./DIR				$ 28.0			
	GROUP EXEC.	27.0	9.0	36.0				
	NO IN POSITION: 8							
$ 16.9	WEIGHTED GROUP AVG:	$ 35.0	$ 8.6	$ 43.6	$ 28.0			
NO SCOPE		$ 37.7	$ 0.0	$ 37.7				
REPORTED	GROUP EXEC.	31.5	1.5	33.0				
	NO IN POSITION: 2							
	WEIGHTED GROUP AVG:	$ 34.6	$ 0.8	$ 35.3				
	NO IN POSITION: 10							
$ 16.9	POSITION AVERAGE:	$ 34.9	$ 6.9	$ 41.8	$ 28.0			

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———		
Bonus Co's Total Comp ------		
Nonbonus Co's Salary -.-.-.		

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #28 - FROZEN FOODS MERCHANDISER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 29 - DAIRY MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

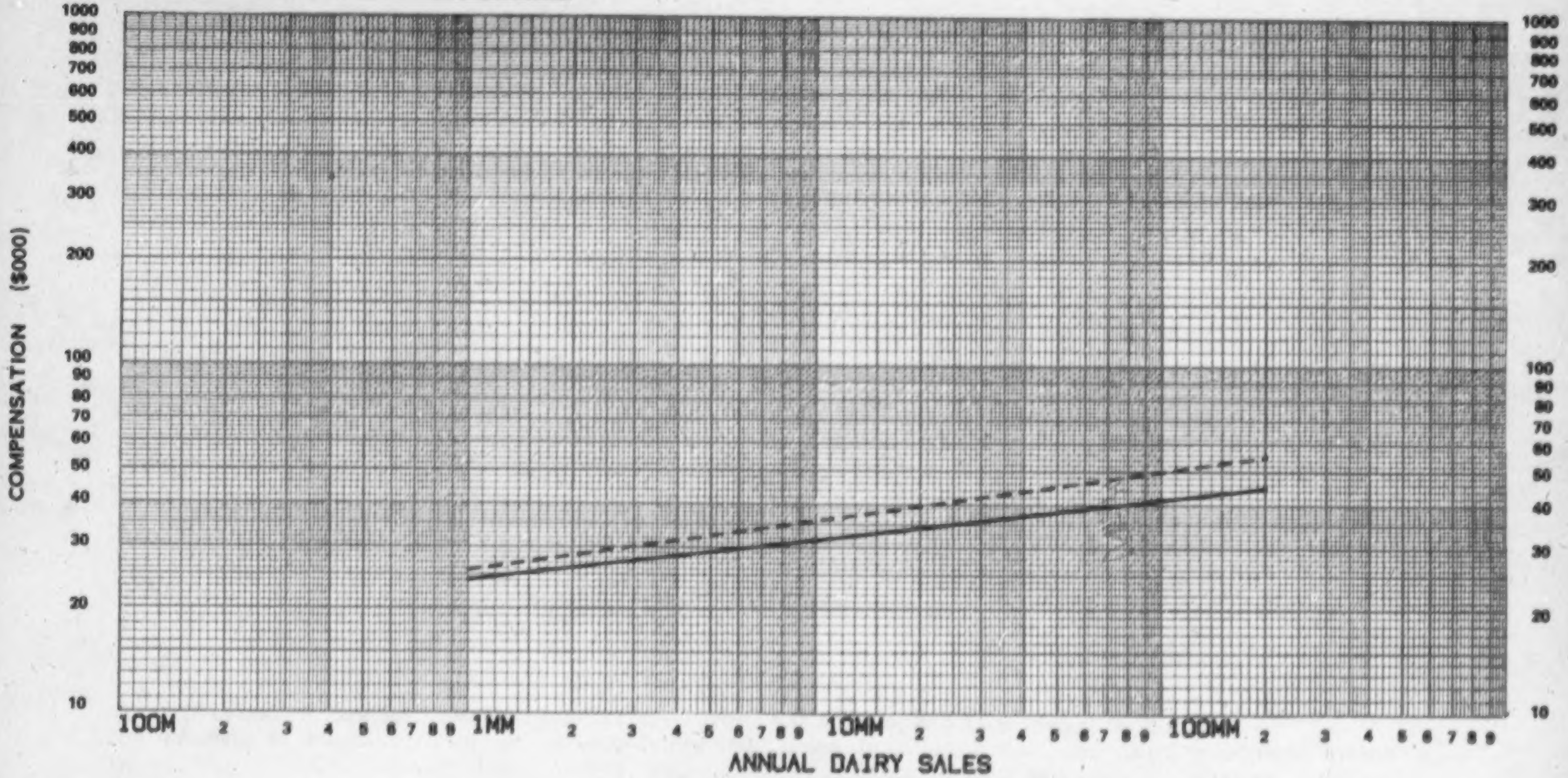
SCOPE ANNUAL DAIRY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$65.0	REG. V.P./MGR.	$ 57.0	$ 6.1	$ 63.1		$ 43.9	$ 54.9	$ 65.9
AND ABOVE	ASST. V.P./DIR				$ 50.7	37.8	46.3	54.8
	MANAGER	49.4	11.9	61.3		37.8	49.1	60.4
	DIV. V.P./MGR.	36.9	5.0	41.9		35.5	44.4	53.3
	VICE PRESIDENT	36.4	0.0	36.4		28.9	35.6	42.3
	VICE PRESIDENT	30.0	32.0	62.0				
	NO IN POSITION: 11							
$ 76.0	WEIGHTED GROUP AVG:	$ 49.5	$ 8.5	$ 58.0	$ 50.7			
$64.9		$ 45.0	$ 2.7	$ 47.7		$ 35.8	$ 44.8	$ 53.8
AND BELOW	CEO/PRESIDENT				$ 37.2			
	VICE PRESIDENT	36.9	5.0	41.9		39.8	49.8	59.8
	ASST. V.P./DIR				29.0			
	MANAGER				27.6	22.9	30.5	38.1
	GROUP EXEC.	24.6	2.5	27.1		20.1	24.1	36.3
	MANAGER	23.0	0.0	23.0				
	NO IN POSITION: 22							
$ 15.2	WEIGHTED GROUP AVG:	$ 27.7	$ 2.5	$ 30.2	$ 28.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 29 - DAIRY MERCHANDISER

SCOPE ANNUAL DAIRY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
NO SCOPE REPORTED	GROUP EXEC.	$ 53.2	$ 6.5	$ 59.7				
	NO IN POSITION:	34						
$ 35.5	POSITION AVERAGE:	$ 39.3	$ 5.6	$ 44.9	$ 30.2			

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.27	1.32
Bonus Co's Total Comp	------	0.28	1.39
Nonbonus Co's Salary	-.-.-.		



SURVEY POSITION #29 - DAIRY MERCHANDISER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 30 - NONFOOD MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL NONFOOD SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$20.0	VICE PRESIDENT	$ 68.0	$ 0.0	$ 68.0				
AND ABOVE	REG. V.P./MGR.	59.0	5.9	64.9		$ 43.9	$ 54.9	$ 65.9
	VICE PRESIDENT	48.0	12.2	60.2		37.1	44.4	51.8
	VICE PRESIDENT	43.3	10.0	53.3		40.0	47.9	57.5
	VICE PRESIDENT	41.5	13.5	55.0				
	SENIOR V.P.				$ 40.8			
	VICE PRESIDENT	39.8	2.1	41.9		30.6	38.3	46.0
		36.9	1.2	38.1		28.1	35.2	42.2
	ASST. V.P./DIR	36.4	5.4	41.8		32.6	40.8	48.9
	DIV. V.P./MGR.	34.1	1.0	35.1		35.5	44.4	53.3
	ASST. V.P./DIR				29.7	29.7	36.3	43.2
	NO IN POSITION: 20							
$ 66.5	WEIGHTED GROUP AVG:	$ 49.7	$ 5.8	$ 55.5	$ 33.4			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 30 - NONFOOD MERCHANDISER

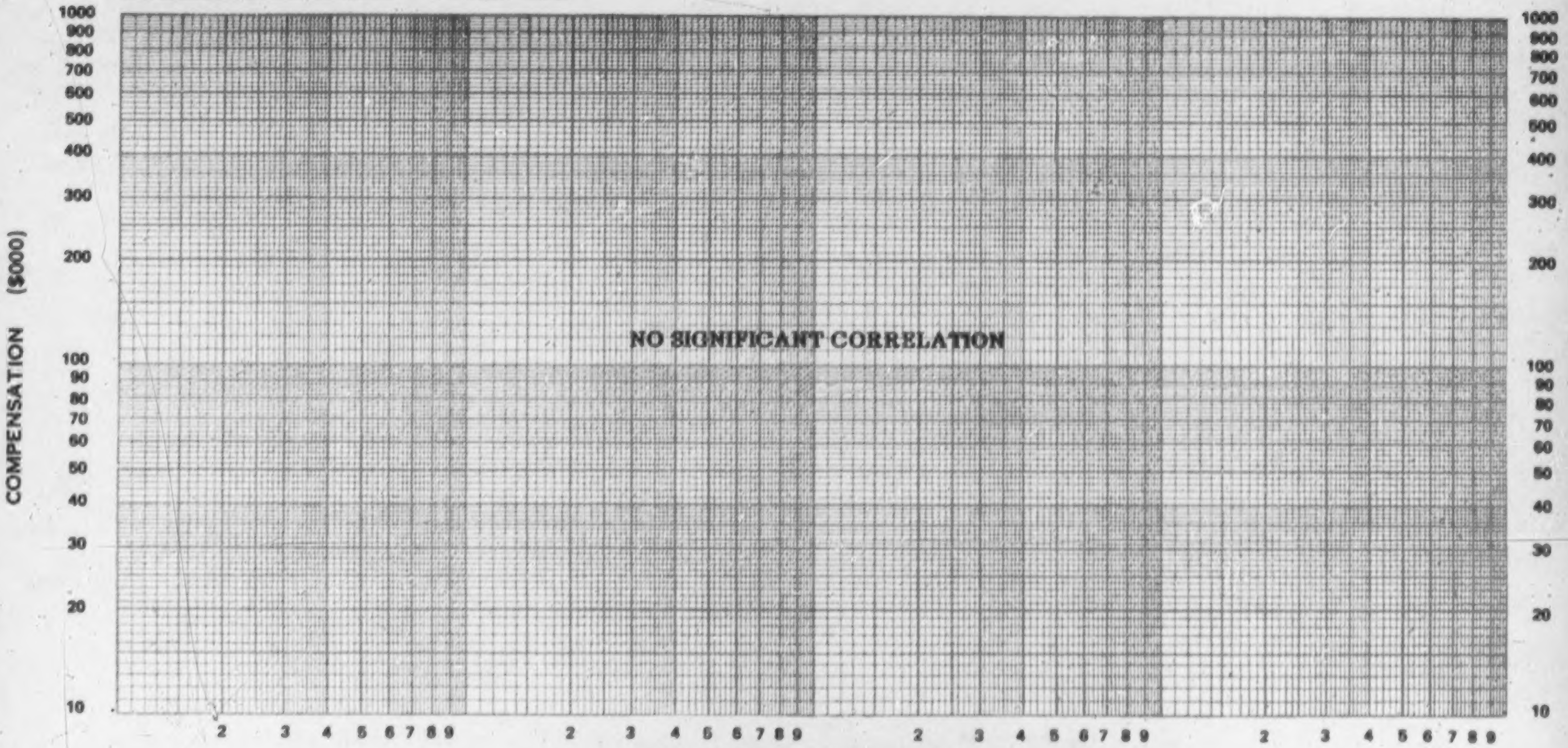
SCOPE ANNUAL NONFOOD SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$19.9 AND BELOW	GROUP EXEC.	$ 37.5	$ 0.0	$ 37.5				
	VICE PRESIDENT				$ 35.0	$ 30.0	$ 37.5	$ 45.0
	VICE PRESIDENT	35.0	5.0	40.0		36.7	44.0	52.8
	ASST. V.P./DIR				31.0			
	ASST. V.P./DIR				29.2			
	MANAGER				28.5	23.2	30.9	38.6
	VICE PRESIDENT				27.3	19.4	24.3	29.2
	SENIOR V.P.				23.2			
	MANAGER	18.6	0.0	18.6		16.2	20.3	23.3
	MANAGER				18.0			
	NO IN POSITION: 44							
$ 5.8	WEIGHTED GROUP AVG:	$ 21.5	$ 0.5	$ 22.0	$ 26.3			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 65.7	$ 14.5	$ 80.2		$ 49.4	$ 59.9	$ 71.9
	ASST. V.P./DIR	54.4	10.6	65.0		32.4	40.5	48.6
	ASST. V.P./DIR	54.1	12.6	66.7		47.9	59.9	71.9
	VICE PRESIDENT	53.2	6.5	59.7				
	ASST. V.P./DIR	43.0	5.1	48.1		31.0	40.4	49.8
	ASST. V.P./DIR				$ 38.0	31.6	39.5	47.4
	ASST. V.P./DIR				35.9			
	DIV. V.P./MGR.				27.9	22.1	27.8	33.5
		22.9	0.0	22.9				
	NO IN POSITION: 35							
	WEIGHTED GROUP AVG:	$ 47.8	$ 8.6	$ 56.4	$ 29.8			
	NO IN POSITION: 99							
$ 24.8	POSITION AVERAGE:	$ 39.9	$ 5.2	$ 45.1	$ 27.9			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———		
Bonus Co's Total Comp	- - - - - -		
Nonbonus Co's Salary	—·—·—·		



ANNUAL NONFOOD SALES

SURVEY POSITION #30 - NONFOOD MERCHANDISER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 31 - DELI MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL DELI SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$10.0 AND ABOVE	CEO/PRESIDENT	$ 77.0	$ 0.0	$ 77.0				
	VICE PRESIDENT	59.8	11.4	71.2				
		49.2	3.2	52.4		$ 35.8	$ 44.8	$ 53.8
	VICE PRESIDENT	46.3	10.4	56.7		40.0	47.9	57.5
	DIV. V.P./MGR.	42.6	5.0	47.6		31.2	39.0	46.7
	VICE PRESIDENT	42.5	10.7	53.2		37.1	44.4	51.8
	VICE PRESIDENT	41.5	13.0	54.5				
	ASST. V.P./DIR				$ 41.1	34.3	42.1	49.7
	MANAGER				39.2	32.1	39.2	46.4
	VICE PRESIDENT	38.2	1.9	40.1		28.8	36.0	43.2
	ASST. V.P./DIR				36.5	30.4	38.0	45.6
		36.4	7.8	44.2				
		35.3	0.0	35.3				
	MANAGER	33.5	30.0	63.5				
	VICE PRESIDENT	28.1	0.0	28.1		24.1	30.1	36.0
	NO IN POSITION: 23							
$ 26.0	WEIGHTED GROUP AVG:	$ 42.9	$ 7.0	$ 49.9	$ 39.1			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 31 - DELI MERCHANDISER

SCOPE ANNUAL DELI SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$9.9 AND BELOW	VICE PRESIDENT	$ 43.4	$ 6.4	$ 49.8		$ 36.7	$ 44.0	$ 52.8
	ASST. V.P./DIR	41.1	3.9	45.0		29.8	37.2	
	ASST. V.P./DIR				$ 40.7	35.3	40.8	46.0
	SENIOR V.P.	40.3	0.0	40.3				
	GROUP EXEC.	35.4	2.1	37.5				
	EXEC. V.P.	33.8	11.3	45.1				
	C.O.O.				33.4			
	ASST. V.P./DIR	33.3	3.0	36.3				
	MANAGER				33.0	25.4	33.0	39.5
	CEO/PRESIDENT	33.0	0.5	33.5				
	VICE PRESIDENT				30.9	30.0	37.5	45.0
	MANAGER	29.0	0.5	29.5		19.8	26.3	30.3
	SENIOR V.P.				28.6			
		28.0	2.0	30.0		28.0	30.0	32.0
	ASST. V.P./DIR				28.0			
	NO IN POSITION: 28							
$ 5.3	WEIGHTED GROUP AVG:	$ 34.9	$ 3.1	$ 38.0	$ 33.7			

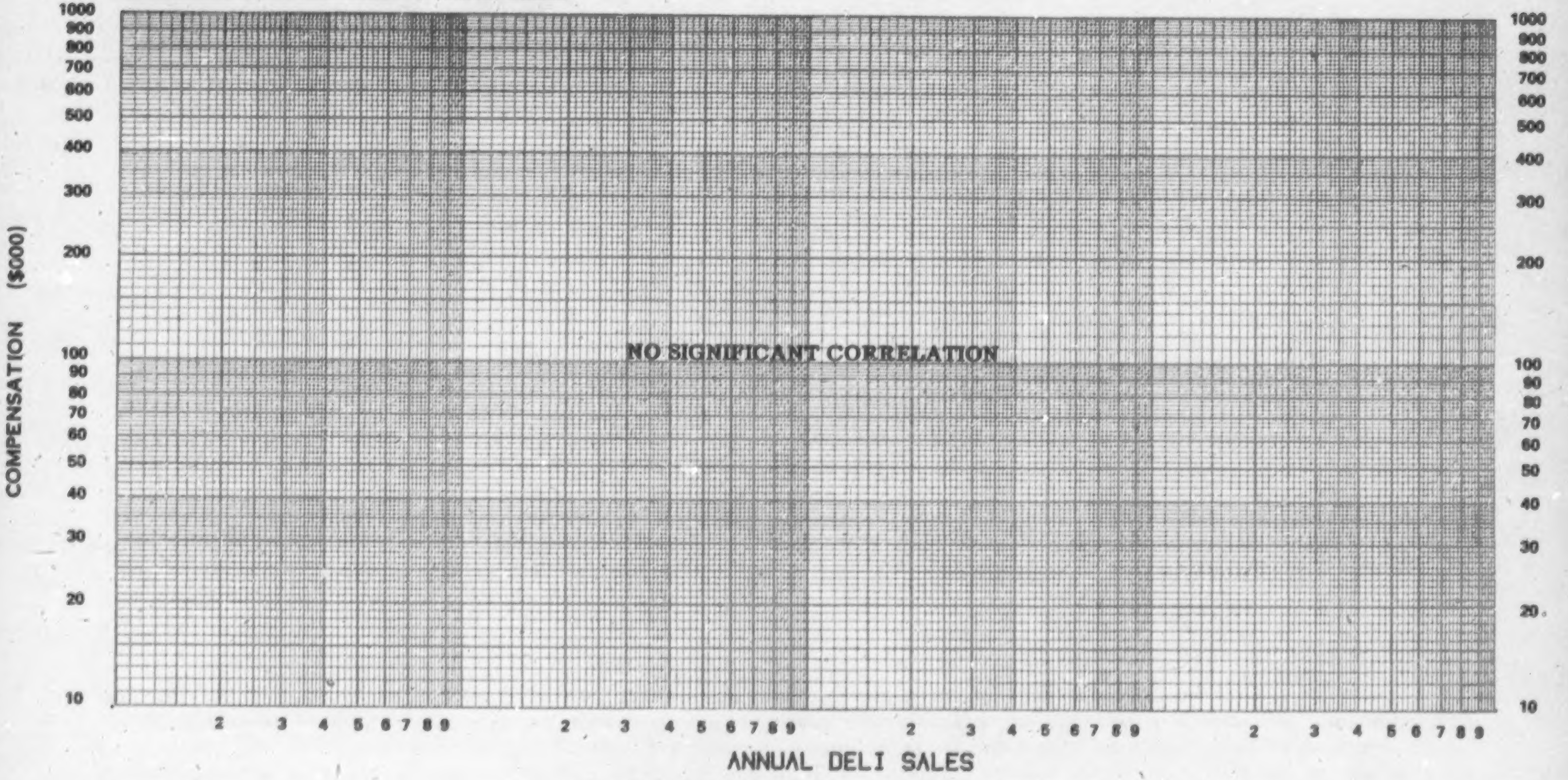
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 31 - DELI MERCHANDISER

SCOPE ANNUAL DELI SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
NO SCOPE REPORTED	MANAGER	$ 55.6	$ 7.0	$ 62.6		$ 35.2	$ 46.9	$ 58.6
	VICE PRESIDENT	52.4	1.0	53.4		34.6	41.6	48.5
	ASST. V.P./DIR	46.9	4.1	51.0		31.0	40.4	49.8
	C.O.O.	42.0	4.0	46.0				
	VICE PRESIDENT	38.0	3.7	41.7		32.4	39.7	47.0
	GROUP EXEC.				$ 36.5	28.8	36.0	43.2
	SENIOR V.P.				35.0			
	MANAGER				35.0			
					33.8			
	DIV. V.P./MGR.				31.0	28.6	34.6	40.4
	C.O.O.				30.0			
	GROUP EXEC.	29.2	1.5	30.7				
	MANAGER	26.5	0.0	26.5				
	NO IN POSITION: 24							
	WEIGHTED GROUP AVG:	$ 46.1	$ 2.4	$ 48.5	$ 32.4			
	NO IN POSITION: 75							
$ 14.6	POSITION AVERAGE:	$ 41.5	$ 4.4	$ 45.9	$ 34.5			

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———		
Bonus Co's Total Comp ------		
Nonbonus Co's Salary —·—·—		

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #31 - DELI MERCHANDISER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 32 - BAKERY MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL BAKERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$5.0	CEO/PRESIDENT	$ 69.3	$ 0.0	$ 69.3				
AND ABOVE	ASST. V.P./DIR	55.9	4.7	60.6				
	GROUP EXEC.	43.9	2.7	46.6				
	VICE PRESIDENT				$ 42.1	$ 27.9	$ 34.8	$ 41.8
	ASST. V.P./DIR				39.7	35.3	40.8	46.0
	MANAGER				39.2	32.1	39.2	46.4
		39.0	0.0	39.0				
		34.0	0.5	34.5		24.9	31.1	37.3
	MANAGER	33.0	6.0	39.0				
	VICE PRESIDENT	31.3	1.7	33.0		28.8	36.0	43.2
	ASST. V.P./DIR				30.4			
	MANAGER	25.5	0.0	25.5				
	VICE PRESIDENT	24.4	0.0	24.4		22.4	27.9	33.3
	NO IN POSITION:	23						
$ 12.6	WEIGHTED GROUP AVG:	$ 37.6	$ 1.4	$ 39.0	$ 38.8			

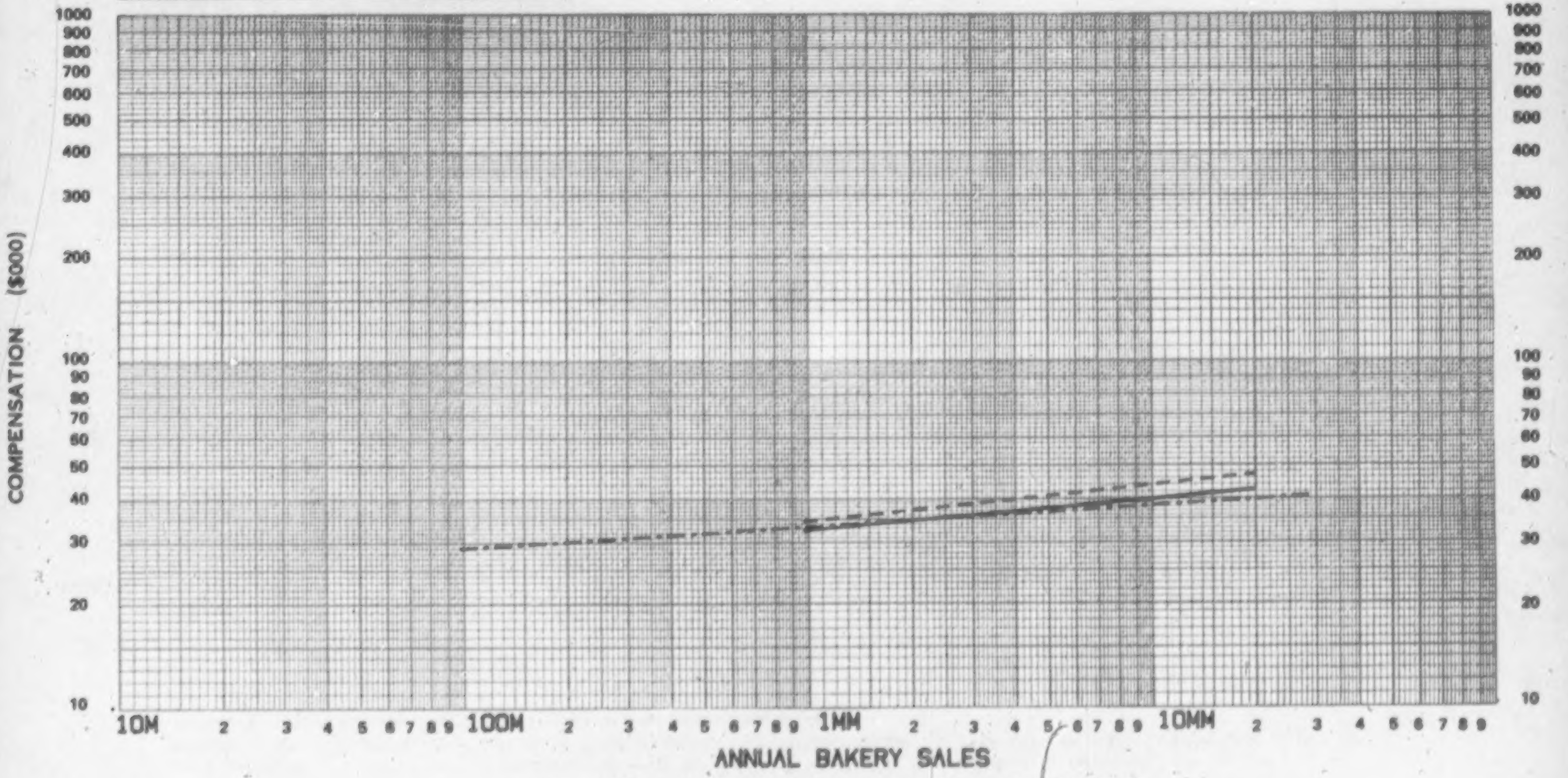
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 32 - BAKERY MERCHANDISER

SCOPE ANNUAL BAKERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$4.9 AND BELOW	VICE PRESIDENT	$ 46.8	$ 3.2	$ 50.0		$ 42.0	$ 48.0	$ 54.0
	VICE PRESIDENT	41.4	2.0	43.4		30.0	37.5	45.0
	ASST. V.P./DIR	41.1	3.9	45.0		29.8	37.2	44.6
	C.O.O.				$ 37.7			
	EXEC. V.P.	35.1	11.2	46.3				
	ASST. V.P./DIR	33.3	3.0	36.3				
	MANAGER				28.8	25.4	28.8	35.7
		28.0	2.0	30.0		28.0	30.0	32.0
	MANAGER	25.2	0.5	25.7		19.8	26.3	30.3
	NO IN POSITION: 17							
$ 1.9	WEIGHTED GROUP AVG:	$ 31.4	$ 2.4	$ 33.8	$ 32.4			
NO SCOPE REPORTED	SENIOR V.P.				$ 40.7			
	VICE PRESIDENT	$ 39.8	$ 0.5	$ 40.3		$ 29.7	$ 35.6	$ 41.6
	GROUP EXEC.				38.7	28.8	36.0	43.2
					33.5			
	VICE PRESIDENT				28.0	26.7	32.9	28.8
	NO IN POSITION: 9							
	WEIGHTED GROUP AVG:	$ 39.8	$ 0.5	$ 40.3	$ 33.8			
	NO IN POSITION: 49							
$ 8.0	POSITION AVERAGE:	$ 35.3	$ 1.7	$ 37.0	$ 36.1			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.10	1.24
Bonus Co's Total Comp	------	0.12	1.25
Nonbonus Co's Salary	-.-.-.	0.56	1.12



SURVEY POSITION #32 - BAKERY MERCHANDISER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 33 - GROCERY BUYER

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL GROCERY PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$50.0		$ 46.0	$ 10.0	$ 56.0		$ 33.3	$ 41.5	$ 49.9
AND ABOVE	ASST. V.P./DIR				$ 45.2	40.0	47.0	54.0
	MANAGER				42.9	34.2	42.8	51.4
	ASST. V.P./DIR				42.3	30.1	38.4	46.7
	VICE PRESIDENT	40.4	0.0	40.4		29.0	35.6	42.3
	MANAGER				39.9			
	DIV. V.P./MGR.				39.3	27.9	34.8	41.8
	ASST. V.P./DIR				39.3	30.4	38.0	45.6
	ASST. V.P./DIR				39.2	32.1	39.2	46.4
	DIV. V.P./MGR.	39.0	3.5	42.5		24.6	30.8	39.8
	ASST. V.P./DIR	38.0	7.5	45.5				
	ASST. V.P./DIR				37.9	31.2	38.2	45.2
	MANAGER				37.5	22.9	30.5	38.1
	REG. V.P./MGR.				36.9	31.7	38.0	45.5
	SENIOR V.P.	36.6	0.0	36.6				
	VICE PRESIDENT				35.9	32.4	39.7	47.0
	MANAGER	35.6	0.0	35.6		31.8	39.6	47.2
	GROUP EXEC.				33.8			
	MANAGER	33.7	6.1	39.8		27.8	37.0	45.6
	VICE PRESIDENT				33.5			
	MANAGER	33.1	0.0	33.1		23.0	30.8	38.4
	VICE PRESIDENT				32.0			
	GROUP EXEC.				31.4	25.6	32.0	38.5
	ASST. V.P./DIR	29.9	4.2	34.1		26.7	30.0	34.3
	REG. V.P./MGR.				29.6	29.1	34.9	41.9
	ASST. V.P./DIR	28.6	3.2	31.8		25.3	31.7	38.0
	MANAGER	23.9	5.2	29.1				
	DIST.MANAGER	22.1	1.0	23.1				
	MANAGER	21.7	0.0	21.7		19.0	29.0	39.0
	NO IN POSITION: 127							
$ 99.5	WEIGHTED GROUP AVG:	$ 32.0	$ 2.4	$ 34.4	$ 37.8			

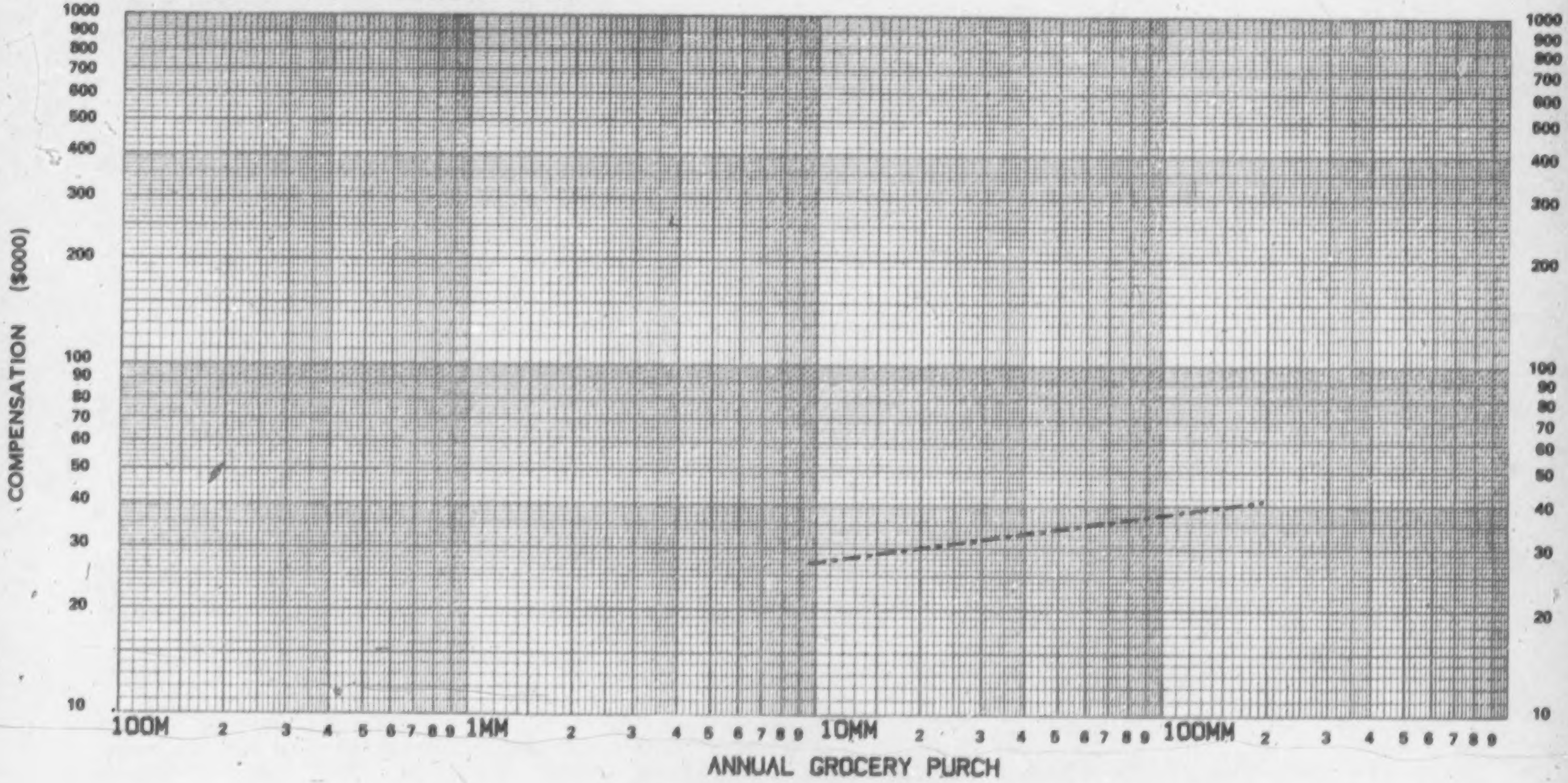
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 33 - GROCERY BUYER

SCOPE ANNUAL GROCERY PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$49.9	ASST. V.P./DIR	$ 44.2	$ 4.5	$ 48.7		$ 35.1	$ 41.1	$ 47.3
AND BELOW	VICE PRESIDENT	42.0	6.0	48.0				
	ASST. V.P./DIR				$ 40.9			
		40.3	0.0	40.3				
	ASST. V.P./DIR				33.3			
	ASST. V.P./DIR	32.1	2.1	34.2				
	ASST. V.P./DIR				31.6			
	MANAGER				30.9	18.0	28.1	46.8
	CEO/PRESIDENT				30.2			
	MANAGER				30.0			
	VICE PRESIDENT				29.4			
	MANAGER				29.4	26.4	40.4	54.5
	MANAGER	26.9	0.6	27.5		23.4	28.6	33.0
					25.3	20.0	27.0	32.0
	NO IN POSITION: 117							
$ 32.2	WEIGHTED GROUP AVG:	$ 35.4	$ 2.7	$ 38.1	$ 30.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 33 - GROCERY BUYER

SCOPE ANNUAL GROCERY PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	 BONUS	 TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	 MID	 MAX
NO SCOPE REPORTED	ASST. V.P./DIR				$ 47.0			
	MANAGER				45.0	$ 32.4	$ 40.5	$ 48.6
	MANAGER				42.4	32.4	40.5	48.6
	MANAGER				41.2	32.4	40.5	48.6
	GROUP EXEC.				40.3	36.5	40.5	42.0
	VICE PRESIDENT	$ 40.0	$ 3.2	$ 43.2		32.0	37.0	42.0
	ASST. V.P./DIR	39.3	0.7	40.0		34.6	41.6	48.5
	VICE PRESIDENT				36.2			
	MANAGER	36.1	2.1	38.2		30.0	37.5	45.0
	CEO/PRESIDENT	36.0	7.7	43.7				
	MANAGER				36.0	31.3	41.8	52.2
	ASST. V.P./DIR				34.4	28.6	34.6	40.4
	ASST. V.P./DIR	34.2	10.6	44.8		33.9	42.4	50.9
	GROUP EXEC.	33.8	0.0	33.8				
	GROUP EXEC.	29.0	2.2	31.2				
					26.8	24.6	30.7	36.8
	ASST. V.P./DIR	26.6	3.4	30.0		19.0	29.3	39.6
					26.3			
	MANAGER				26.0			
	NO IN POSITION: 101							
	WEIGHTED GROUP AVG:	$ 35.0	$ 1.9	$ 36.9	$ 38.0			
	NO IN POSITION: 345							
$ 67.3	POSITION AVERAGE:	$ 33.6	$ 2.3	$ 35.9	$ 35.0			

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	——		
Bonus Co's Total Comp	------		
Nonbonus Co's Salary	-.-.-.	0.50	1.11



SURVEY POSITION #33 - GROCERY BUYER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 34 - MEAT BUYER

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL MEAT PURCHASE ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$75.0 AND ABOVE	MANAGER				$ 49.7	$ 34.2	$ 42.8	$ 51.4
	DIV. V.P./MGR.				48.1	43.2	51.8	62.2
	ASST. V.P./DIR				44.0	40.0	47.0	54.0
	ASST. V.P./DIR	$ 43.3	$ 5.4	$ 48.7		32.6	40.8	48.9
	VICE PRESIDENT	40.0	0.0	40.0		31.2	38.5	45.8
	MANAGER				37.0			
	MANAGER	32.5	11.0	43.5				
	NO IN POSITION:	8						
$ 192.3	WEIGHTED GROUP AVG:	$ 38.6	$ 5.5	$ 44.1	$ 45.4			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 34 - MEAT BUYER

SCOPE ANNUAL MEAT PURCHASE ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	 BONUS	 TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	 MID	 MAX
$74.9 TO $25.0	VICE PRESIDENT	$ 46.3	$ 6.7	$ 53.0				
	ASST. V.P./DIR				$ 43.9			
	ASST. V.P./DIR				39.2	$ 32.1	$ 39.2	$ 46.4
	ASST. V.P./DIR				39.2	30.4	38.0	45.6
	MANAGER	37.3	0.0	37.3		31.8	39.6	47.2
	MANAGER				36.8	22.9	30.5	38.1
	VICE PRESIDENT				36.7	26.7	34.0	41.3
	VICE PRESIDENT				35.6			
	DIV. V.P./MGR.	35.0	3.0	38.0		22.7	34.8	36.9
	ASST. V.P./DIR	33.7	6.3	40.0		30.6	35.8	41.9
	DIV. V.P./MGR.				33.0	27.9	34.8	41.8
					33.0	20.0	27.0	32.0
	GROUP EXEC.				31.2	25.6	32.0	38.5
	MANAGER	31.1	0.0	31.1		29.6	31.1	32.6
	MANAGER	29.7	0.8	30.5		23.4	28.6	33.0
	NO IN POSITION: 29							
$ 48.5	WEIGHTED GROUP AVG:	$ 34.5	$ 2.5	$ 37.0	$ 36.5			
$24.9 AND BELOW	MANAGER	$ 37.0	$ 4.4	$ 41.4		$ 27.8	$ 37.0	$ 45.6
	ASST. V.P./DIR				$ 34.6			
	MANAGER				34.2	18.0	27.0	39.8
	VICE PRESIDENT				33.0			
	ASST. V.P./DIR				31.7			
	CEO/PRESIDENT				31.1			
	VICE PRESIDENT				30.9			
	MANAGER				28.2	26.4	31.6	36.9
	MANAGER				26.5			
	GROUP EXEC.				18.7			
	NO IN POSITION: 51							
$ 16.2	WEIGHTED GROUP AVG:	$ 37.0	$ 4.4	$ 41.4	$ 32.0			

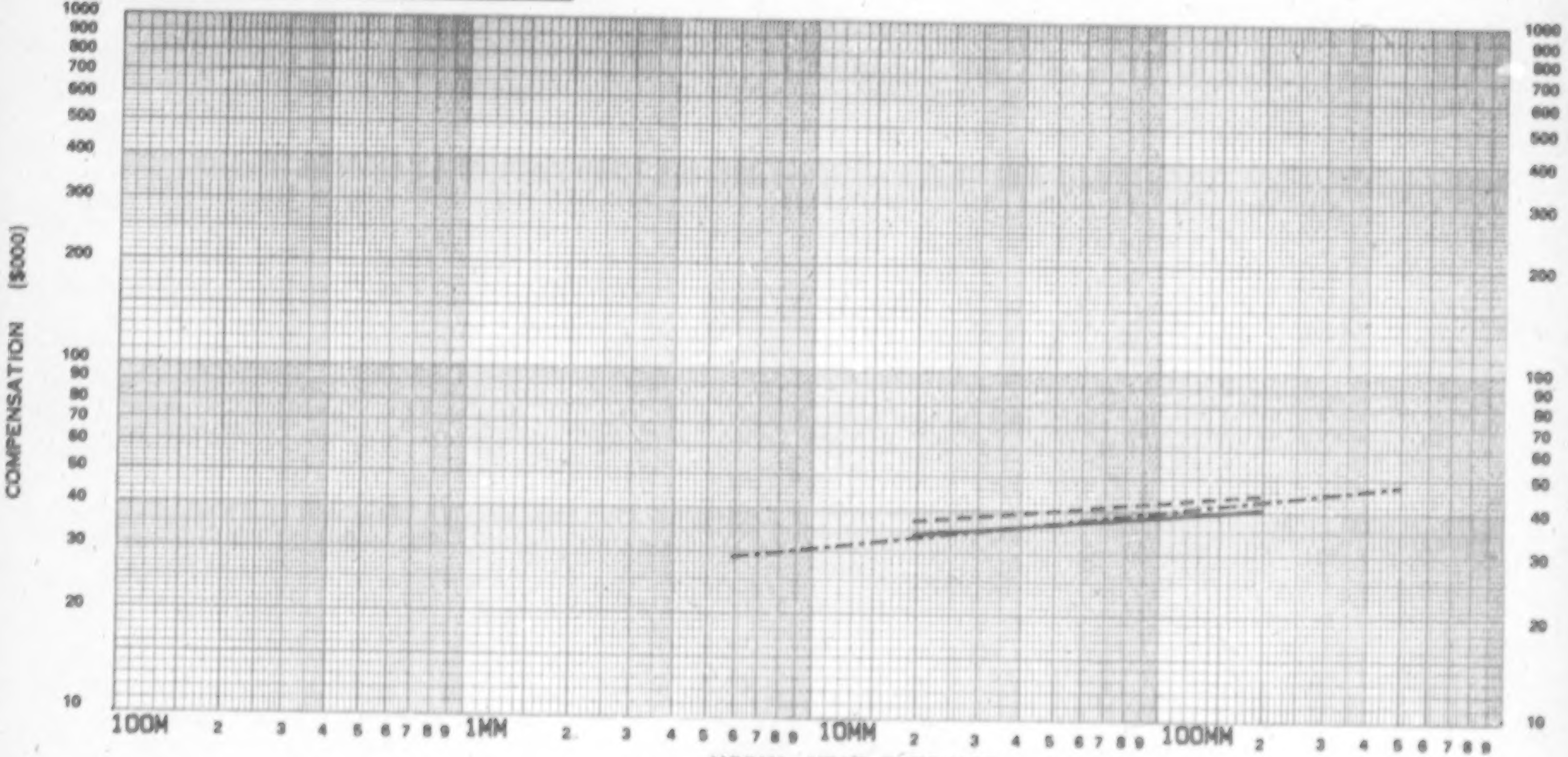
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 34 - MEAT BUYER

SCOPE ANNUAL MEAT PURCHASE ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
NO SCOPE REPORTED	ASST. V.P./DIR				$ 50.4	$ 34.6	$ 41.6	$ 48.5
	VICE PRESIDENT				48.2			
	ASST. V.P./DIR				47.7			
	MANAGER	$ 45.4	$ 3.1	$ 48.5		32.4	40.5	48.6
	MANAGER	44.5	5.6	50.1		32.4	40.5	48.6
	MANAGER				44.3	31.3	41.8	52.2
	MANAGER	43.6	7.3	50.9		32.4	40.5	48.6
	GROUP EXEC.				42.9			
	VICE PRESIDENT				39.9	32.4	39.7	47.0
	VICE PRESIDENT	37.6	1.9	39.5		33.9	42.4	50.9
	GROUP EXEC.	36.4	0.0	36.4				
	ASST. V.P./DIR				35.8	28.6	34.6	40.4
					33.8			
	CEO/PRESIDENT	33.0	10.4	43.4				
	ASST. V.P./DIR	30.8	4.0	34.8		22.9	28.2	33.5
					30.8	24.6	30.7	36.8
	GROUP EXEC.	25.2	1.8	27.0				
	MANAGER				24.0			
	NO IN POSITION:	36						
	WEIGHTED GROUP AVG:	$ 40.5	$ 4.8	$ 45.3	$ 37.6			
	NO IN POSITION:	124						
$ 42.9	POSITION AVERAGE:	$ 38.3	$ 4.1	$ 42.4	$ 34.7			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.11	1.15
Bonus Co's Total Comp	------	0.08	1.19
Nonbonus Co's Salary	-.-.-.	0.43	1.18



SURVEY POSITION #34 - MEAT BUYER

SURVEY POSITION 35 - PRODUCE BUYER

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL PRODUCE PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$74.9	ASST. V.P./DIR				$ 45.5	$ 40.0	$ 47.0	$ 54.0
TO	DIV. V.P./MGR.				45.0	26.6	31.9	38.3
$25.0		$ 45.0	$ 15.0	$ 60.0		39.8	49.8	59.8
	VICE PRESIDENT				43.8	30.1	38.4	46.7
	MANAGER				42.4	34.2	42.8	51.4
	VICE PRESIDENT				40.8	32.4	39.7	47.0
	ASST. V.P./DIR				39.2	32.1	39.2	46.4
	DIV. V.P./MGR.	36.6	3.0	39.6		24.6	30.8	39.8
	VICE PRESIDENT	35.9	0.0	35.9		29.0	35.6	42.3
	ASST. V.P./DIR	34.8	5.4	40.2		26.7	30.0	34.3
	ASST. V.P./DIR				33.1	30.4	38.0	45.6
	MANAGER				32.5			
					32.0	20.0	27.0	32.0
	MANAGER	30.9	3.0	33.9				
	NO IN POSITION: 29							
$ 42.1	WEIGHTED GROUP AVG:	$ 36.5	$ 4.2	$ 40.7	$ 40.8			

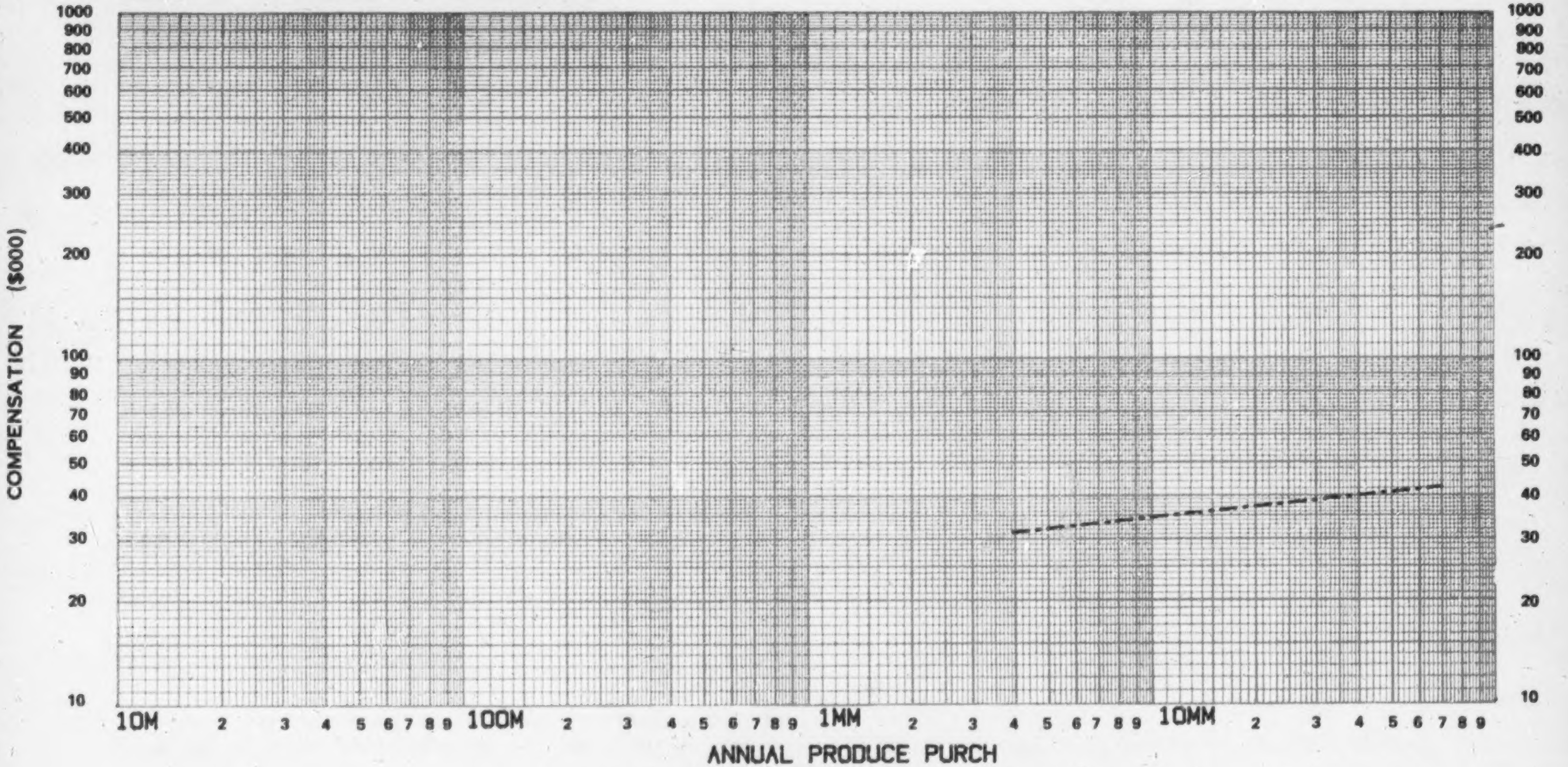
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 35 - PRODUCE BUYER

SCOPE ANNUAL PRODUCE PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$24.9	VICE PRESIDENT	$ 46.8	$ 0.0	$ 46.8		$ 34.8	$ 44.4	$ 54.1
AND BELOW	ASST. V.P./DIR				$ 40.8	31.2	38.2	45.2
	VICE PRESIDENT	40.7	0.0	40.7		31.8	39.6	47.2
	DIV. V.P./MGR.				40.7	27.9	34.8	41.8
	ASST. V.P./DIR				39.2			
	ASST. V.P./DIR	36.6	4.7	41.3		27.4	34.3	41.1
	MANAGER				35.0	21.8	29.0	36.3
	VICE PRESIDENT	33.0	4.9	37.9				
	GROUP EXEC.				32.9	24.2	30.2	36.2
	ASST. V.P./DIR				32.5			
	MANAGER				31.9	18.0	26.3	37.2
	MANAGER	31.0	1.2	32.2		23.4	28.6	33.0
	ASST. V.P./DIR				29.1			
	MANAGER				28.7	23.2	35.6	48.0
	MANAGER	28.0	0.0	28.0		23.0	28.8	34.5
	NO IN POSITION: 69							
$ 7.9	WEIGHTED GROUP AVG:	$ 33.4	$ 1.5	$ 34.9	$ 32.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 35 - PRODUCE BUYER

SCOPE ANNUAL PRODUCE PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
NO SCOPE	ASST. V.P./DIR	$ 60.3	$ 4.0	$ 64.3		$637.4	$ 46.8	$ 56.1
REPORTED	ASST. V.P./DIR	47.8	1.5	49.3				
	MANAGER	42.3	6.0	48.3		32.4	40.5	48.6
	ASST. V.P./DIR				$ 41.4			
	ASST. V.P./DIR	41.2	2.2	43.4		33.9	42.4	50.9
	MANAGER	41.1	4.8	45.9		32.4	40.5	48.6
	MANAGER	38.1	2.7	40.8		32.4	40.5	48.6
	VICE PRESIDENT				38.0			
	GROUP EXEC.				37.8			
	VICE PRESIDENT	37.1	2.8	39.9		32.0	37.0	42.0
	ASST. V.P./DIR	35.9	9.4	45.3		30.2	37.7	45.3
	MANAGER				35.6	31.3	41.8	52.2
					35.3	26.3	35.0	43.8
	ASST. V.P./DIR				33.9	28.6	34.6	40.4
	ASST. V.P./DIR	31.3	3.5	34.8		21.8	26.0	30.2
	GROUP EXEC.	31.1	0.0	31.1				
	GROUP EXEC.	27.0	1.5	28.5				
					26.0	24.6	30.7	36.8
					26.0			
	NO IN POSITION: 50							
	WEIGHTED GROUP AVG:	$ 39.1	$ 3.8	$ 42.9	$ 34.4			
	NO IN POSITION: 148							
$ 18.0	POSITION AVERAGE:	$ 37.2	$ 3.3	$ 40.5	$ 34.4			

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———		
Bonus Co's Total Comp - - - - - -		
Nonbonus Co's Salary –·–·–·	0.40	1.13



SURVEY POSITION #35 - PRODUCE BUYER

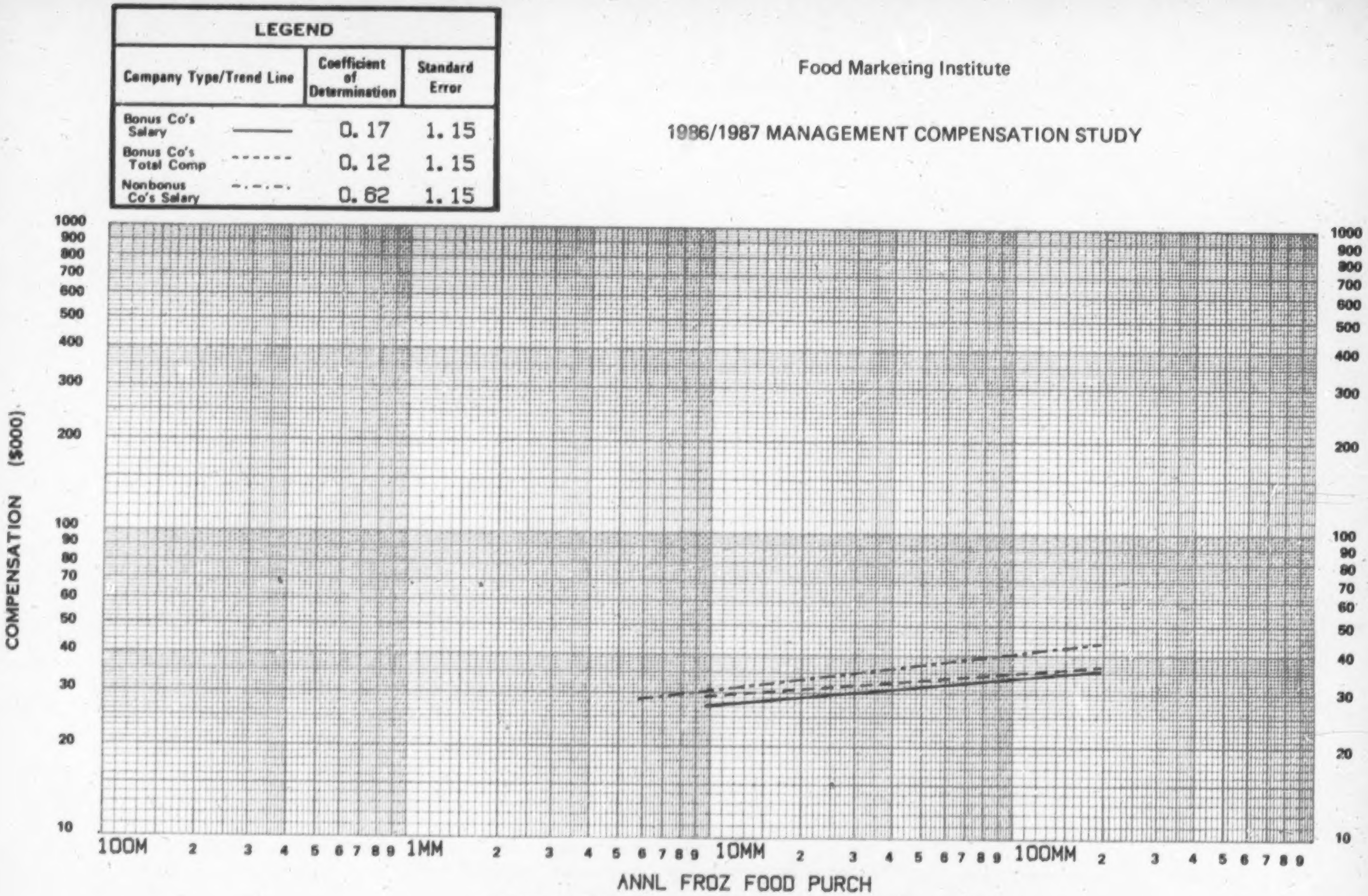
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 36 - FROZEN FOODS BUYER

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNL FROZ FOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$150.0	ASST. V.P./DIR				$ 57.2			
AND BELOW	ASST. V.P./DIR				51.0	$ 40.0	$ 47.0	$ 54.0
	MANAGER				44.1	34.2	42.8	51.4
	ASST. V.P./DIR				43.5	30.1	38.4	46.7
	ASST. V.P./DIR				38.2	31.2	38.2	45.2
	VICE PRESIDENT	$ 38.0	$ 0.0	$ 38.0		31.8	39.6	47.2
	MANAGER				37.5			
	VICE PRESIDENT				35.6	29.7	36.3	43.2
	VICE PRESIDENT				35.0			
	MANAGER	34.8	0.0	34.8		25.7	33.6	42.0
	ASST. V.P./DIR				33.3			
	VICE PRESIDENT	31.5	0.0	31.5		25.9	32.5	39.1
	MANAGER	31.2	0.3	31.5		23.4	28.6	33.0
	ASST. V.P./DIR	30.6	4.6	35.2		25.3	31.7	38.0
	MANAGER				30.5			
	ASST. V.P./DIR				30.3			
	ASST. V.P./DIR	29.8	4.2	34.0		26.7	30.0	34.3
	VICE PRESIDENT				29.3			
	SENIOR V.P.				28.6			
	MANAGER	27.5	4.4	31.9		27.8	37.0	45.6
	MANAGER	24.0	0.0	24.0				
					23.0	20.0	27.0	32.0
	MANAGER				22.1	15.7	22.1	25.3
	NO IN POSITION: 31							
$ 40.9	WEIGHTED GROUP AVG:	$ 31.7	$ 1.4	$ 33.1	$ 34.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 36 - FROZEN FOODS BUYER

SCOPE ANNL FROZ FOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
NO SCOPE REPORTED	ASST. V.P./DIR	$ 58.0	$ 4.0	$ 62.0		$ 40.4	$ 50.5	$ 60.6
	ASST. V.P./DIR				$ 45.2			
	VICE PRESIDENT	39.7	1.9	41.6		32.0	37.0	42.0
	ASST. V.P./DIR	31.0	4.0	35.0		20.1	23.9	27.6
	ASST. V.P./DIR				30.7	30.4	38.0	45.6
	GROUP EXEC.	30.0	2.0	32.0				
	MANAGER				22.0			
					17.7			
	NO IN POSITION:	8						
	WEIGHTED GROUP AVG:	$ 39.7	$ 3.0	$ 42.7	$ 28.9			
	NO IN POSITION:	39						
$ 40.9	POSITION AVERAGE:	$ 34.0	$ 1.8	$ 35.8	$ 33.4			



SURVEY POSITION #36 - FROZEN FOODS BUYER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 37 - DAIRY BUYER

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL DAIRY PURCH. ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$100	MANAGER				$ 45.8	$ 34.2	$ 42.8	$ 51.4
AND BELOW	VICE PRESIDENT	$ 39.0	$ 0.0	$ 39.0		28.9	35.6	42.3
	MANAGER				38.3			
	VICE PRESIDENT				36.2			
	VICE PRESIDENT				35.6	29.7	36.3	43.2
	MANAGER				32.0			
	ASST. V.P./DIR				31.5			
	MANAGER				30.6	22.9	30.5	38.1
	ASST. V.P./DIR	30.6	4.6	35.2		25.3	31.7	38.0
	ASST. V.P./DIR	29.8	4.2	34.0		26.7	30.0	34.3
	MANAGER	26.3	0.4	26.7		23.4	28.6	33.0
	NO IN POSITION: 16							
$ 50.6	WEIGHTED GROUP AVG:	$ 31.4	$ 2.3	$ 33.7	$ 39.3			

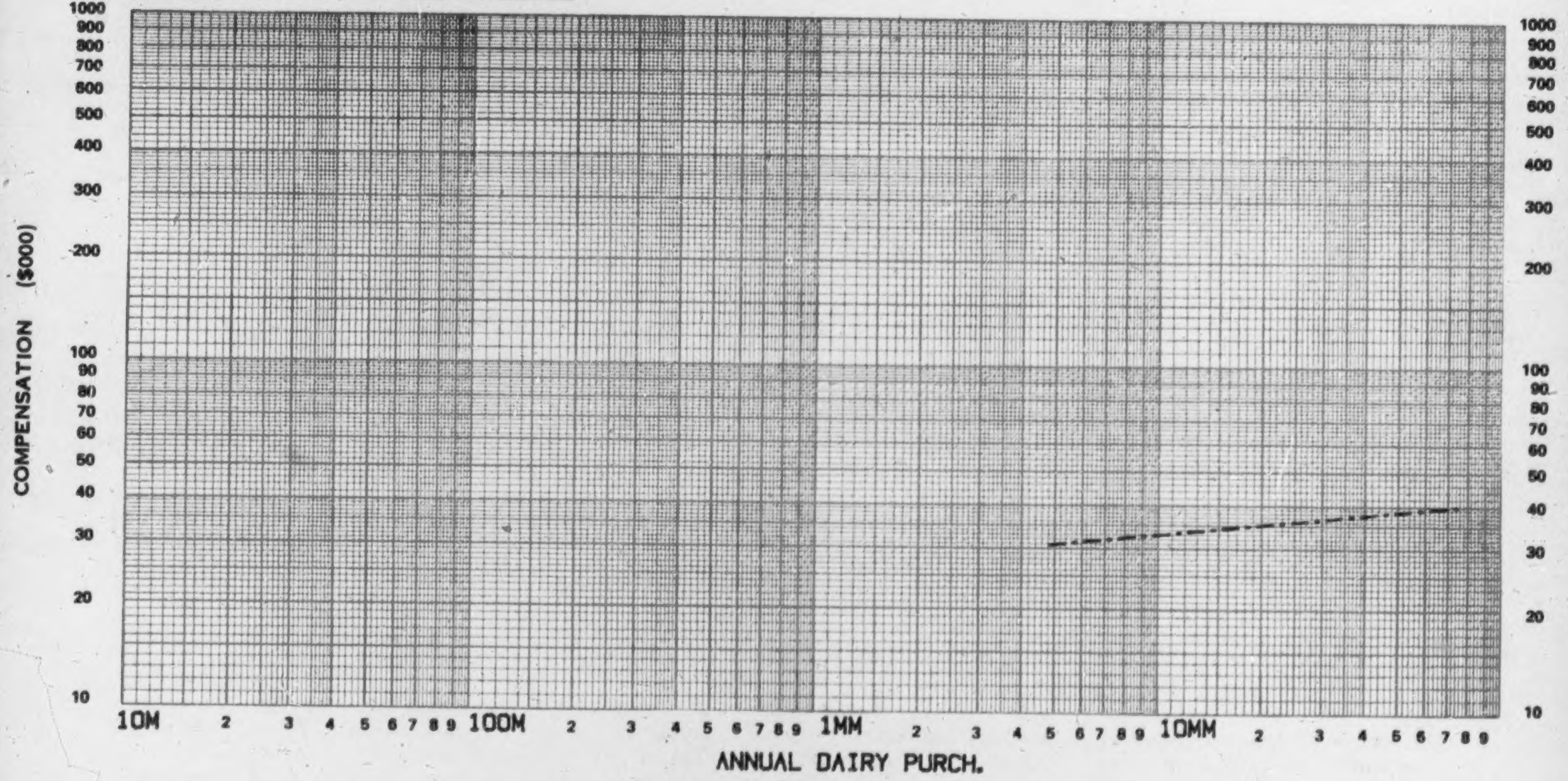
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 37 - DAIRY BUYER

SCOPE ANNUAL DAIRY PURCH. ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
NO SCOPE REPORTED	BOARD OF DIR.	$ 72.7	$ 0.0	$ 72.7		$ 44.6	$ 55.8	$ 67.0
	ASST. V.P./DIR				$ 45.2			
	VICE PRESIDENT	39.7	1.9	41.6		32.0	37.0	42.0
		36.0	4.0	40.0				
	ASST. V.P./DIR				34.6	29.7	35.6	41.6
	ASST. V.P./DIR	31.0	4.0	35.0		20.1	23.9	27.6
	GROUP EXEC.				26.0			
					25.2			
	MANAGER				23.0			
	NO IN POSITION: 9							
	WEIGHTED GROUP AVG:	$ 44.9	$ 2.4	$ 47.3	$ 30.8			
	NO IN POSITION: 25							
$ 50.6	POSITION AVERAGE:	$ 38.1	$ 2.4	$ 40.5	$ 36.8			

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———		
Bonus Co's Total Comp ------		
Nonbonus Co's Salary -.-.-.	0.50	1.11

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #37 - DAIRY BUYER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 38 - NONFOOD BUYER

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL NONFOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$20.0	MANAGER				$ 42.5	$ 34.2	$ 42.8	$ 51.4
AND ABOVE	ASST. V.P./DIR				42.3	40.0	47.0	54.0
	VICE PRESIDENT	$ 38.6	$ 0.0	$ 38.6		31.8	39.6	47.2
	ASST. V.P./DIR	38.0	10.5	48.5				
	ASST. V.P./DIR				37.4	26.7	34.0	41.3
	MANAGER	35.5	4.4	39.9		27.8	37.0	45.6
	DIV. V.P./MGR.				34.5	34.2	41.0	49.2
	ASST. V.P./DIR				32.4	29.7	36.3	43.2
	ASST. V.P./DIR	29.5	2.5	32.0		25.3	31.7	38.0
	ASST. V.P./DIR	28.0	4.5	32.5		26.7	30.0	34.3
	MANAGER	27.0	0.0	27.0		22.3	29.4	36.5
	DIV. V.P./MGR.	26.2	3.0	29.2		24.6	30.8	36.9
	NO IN POSITION: 44							
$ 40.9	WEIGHTED GROUP AVG:	$ 31.2	$ 3.3	$ 34.5	$ 39.0			

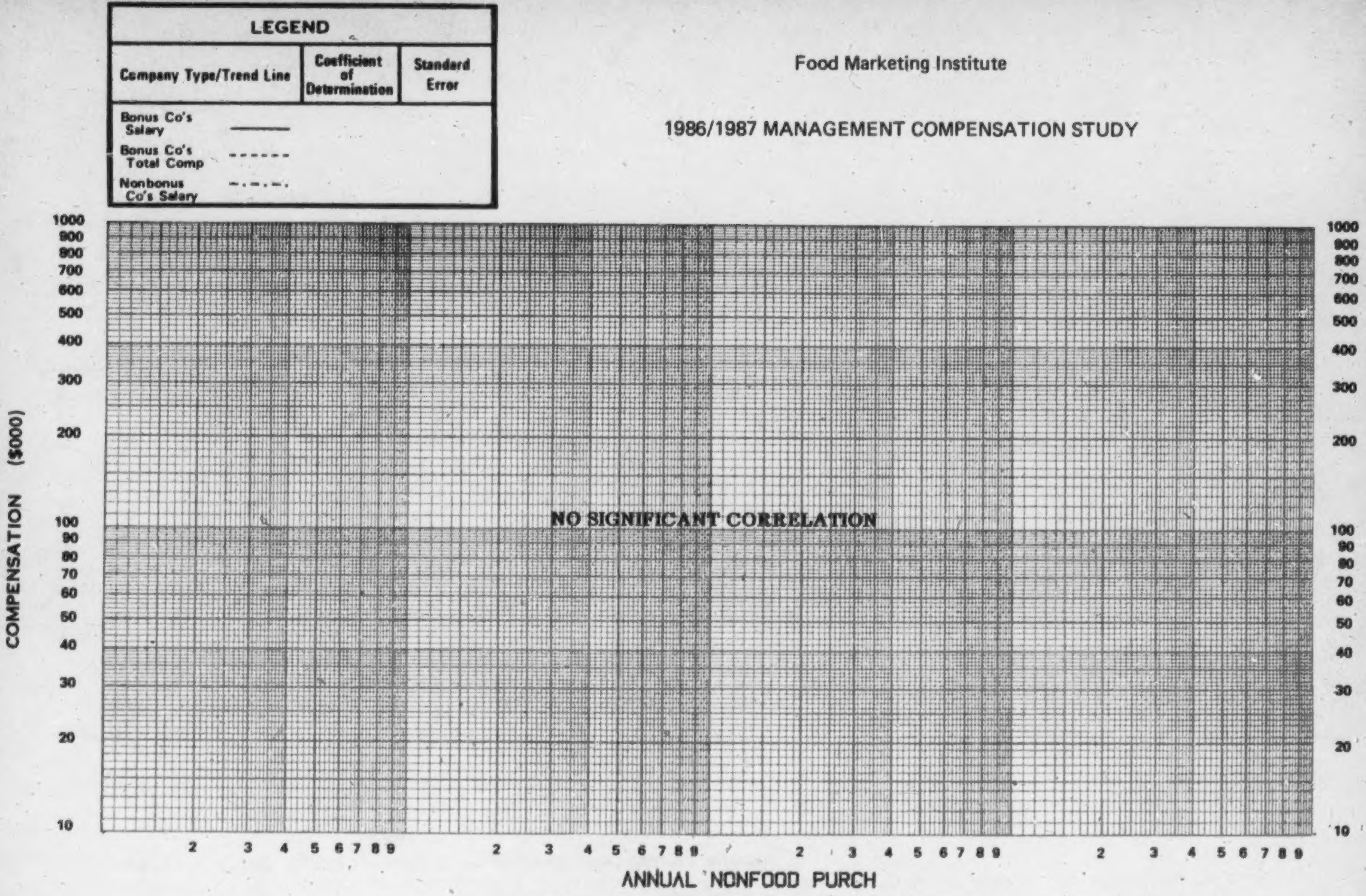
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 38 - NONFOOD BUYER

SCOPE ANNUAL NONFOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$19.9 AND BELOW	ASST. V.P./DIR	$ 37.5	$ 4.9	$ 42.4		$ 31.6	$ 37.2	$ 42.8
	VICE PRESIDENT	36.9	0.0	36.9		29.0	35.6	42.3
	ASST. V.P./DIR	34.4	2.1	36.5				
	ASST. V.P./DIR				$ 33.8			
	MANAGER	33.6	0.0	33.6		23.0	30.8	38.4
	ASST. V.P./DIR				32.9			
	ASST. V.P./DIR				31.9	28.3	34.8	41.1
	DIST.MANAGER	31.2	4.0	35.2				
	MANAGER				27.4	21.2	32.1	43.1
	ASST. V.P./DIR				27.3			
		27.3	0.0	27.3				
	VICE PRESIDENT				19.8			
	NO IN POSITION: 47							
$ 12.2	WEIGHTED GROUP AVG:	$ 34.4	$ 1.2	$ 35.6	$ 27.8			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 38 - NONFOOD BUYER

SCOPE ANNUAL NONFOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
NO SCOPE	ASST. V.P./DIR	$ 46.0	$ 0.9	$ 46.9				
REPORTED	VICE PRESIDENT				$ 44.9			
	MANAGER				43.8	$ 32.4	$ 40.5	$ 48.6
	MANAGER				42.8	32.4	40.5	48.6
	ASST. V.P./DIR				41.0	30.4	38.0	45.6
	ASST. V.P./DIR				41.0			
	VICE PRESIDENT				39.9	22.4	28.0	33.6
	MANAGER				38.4	32.4	40.5	48.6
	ASST. V.P./DIR	37.2	1.9	39.1		28.8	36.0	43.2
	MANAGER	35.9	0.7	36.6		23.4	28.6	33.0
		34.0	3.0	37.0				
	VICE PRESIDENT	33.0	0.0	33.0		32.0	37.0	42.0
	DIV. V.P./MGR.				32.2	28.6	34.6	40.4
	VICE PRESIDENT				31.7	31.3	41.8	52.2
					28.0			
	ASST. V.P./DIR	26.6	2.8	29.4		16.7	20.0	23.3
	GROUP EXEC.	24.3	1.7	26.0				
	SENIOR V.P.				23.4			
	MANAGER				20.0			
	NO IN POSITION: 45							
	WEIGHTED GROUP AVG:	$ 33.7	$ 1.6	$ 35.3	$ 36.9			

	NO IN POSITION: 136							
$ 26.1	POSITION AVERAGE:	$ 33.0	$ 2.1	$ 35.1	$ 34.4			



SURVEY POSITION #38 - NONFOOD BUYER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 39 - DELI BUYER

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL DELI PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$350.0 AND BELOW	DIV. V.P./MGR.				$ 48.0	$ 38.7	$ 46.4	$ 55.7
	ASST. V.P./DIR				47.2	40.0	47.0	54.0
	VICE PRESIDENT	$ 44.0	$ 0.0	$ 44.0		33.5	41.6	49.6
	ASST. V.P./DIR				43.1	30.1	38.4	46.7
	ASST. V.P./DIR				36.5	30.4	38.0	45.6
	ASST. V.P./DIR	35.9	3.5	39.4		31.4	37.0	42.5
	VICE PRESIDENT	34.1	0.0	34.1		31.8	39.6	47.2
	MANAGER	30.6	0.0	30.6		23.0	30.8	38.4
	ASST. V.P./DIR	30.0	1.8	31.8				
	MANAGER				28.9	28.0	28.9	29.3
	NO IN POSITION: 18							
$ 46.7	WEIGHTED GROUP AVG:	$ 33.5	$ 1.3	$ 34.8	$ 37.7			

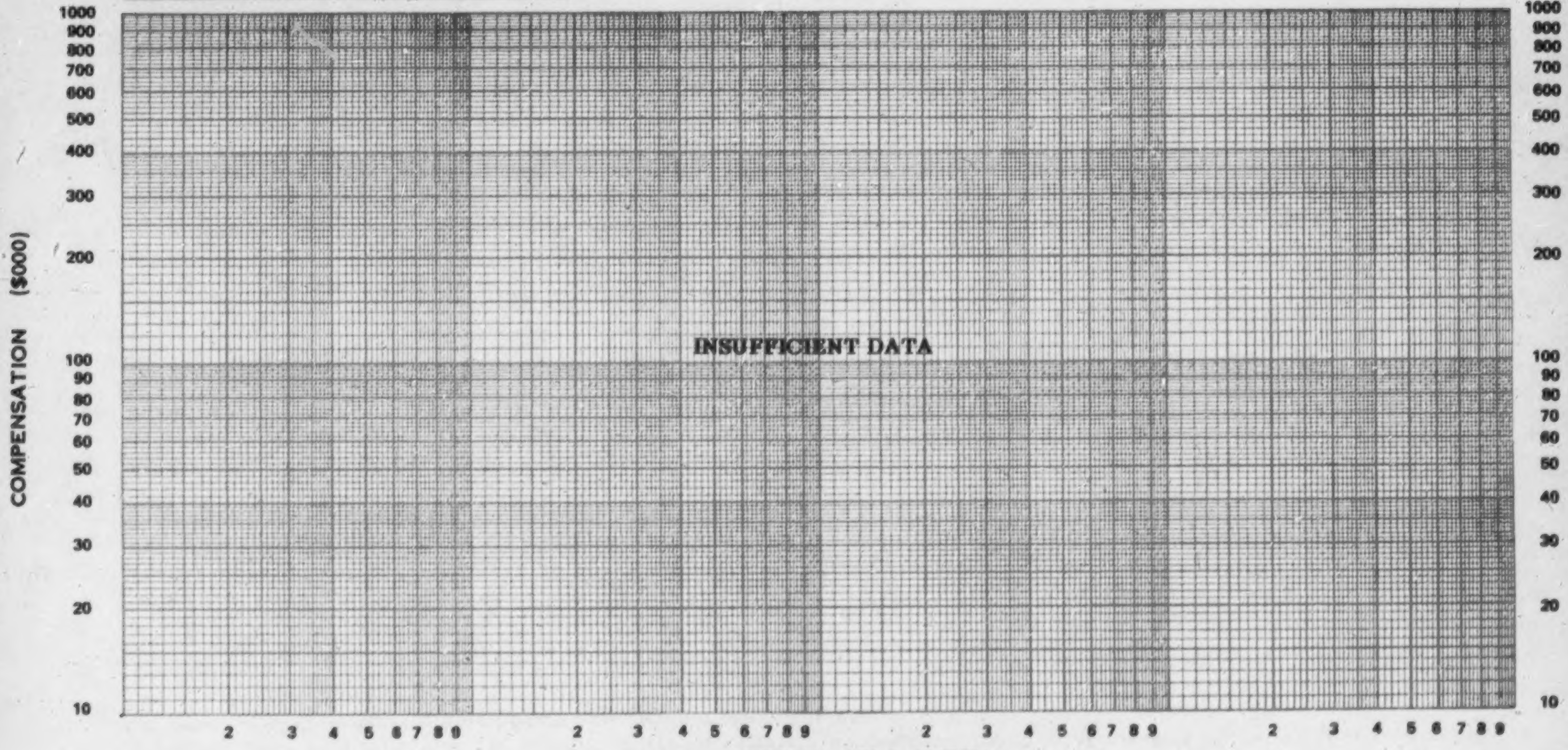
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 39 - DELI BUYER

SCOPE ANNUAL DELI PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
NO SCOPE REPORTED	VICE PRESIDENT				$ 46.7			
	ASST. V.P./DIR				41.0	$ 29.7	$ 35.6	$ 41.6
		$ 40.0	$ 8.0	$ 48.0		33.3	41.5	49.9
	MANAGER				39.0	28.0	37.3	46.6
	ASST. V.P./DIR	37.8	2.1	39.9		28.8	36.0	43.2
	VICE PRESIDENT	36.6	4.8	41.4				
	GROUP EXEC.	34.6	0.0	34.6				
					20.8			
	NO IN POSITION: 9							
	WEIGHTED GROUP AVG:	$ 37.3	$ 3.7	$ 41.0	$ 38.8			
	NO IN POSITION: 27							
$ 46.7	POSITION AVERAGE:	$ 34.9	$ 2.1	$ 37.0	$ 38.0			

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———		
Bonus Co's Total Comp	------		
Nonbonus Co's Salary	-.-.-.		

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



INSUFFICIENT DATA

ANNUAL DELI PURCH

SURVEY POSITION #39 - DELI BUYER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 40 - BAKERY BUYER

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

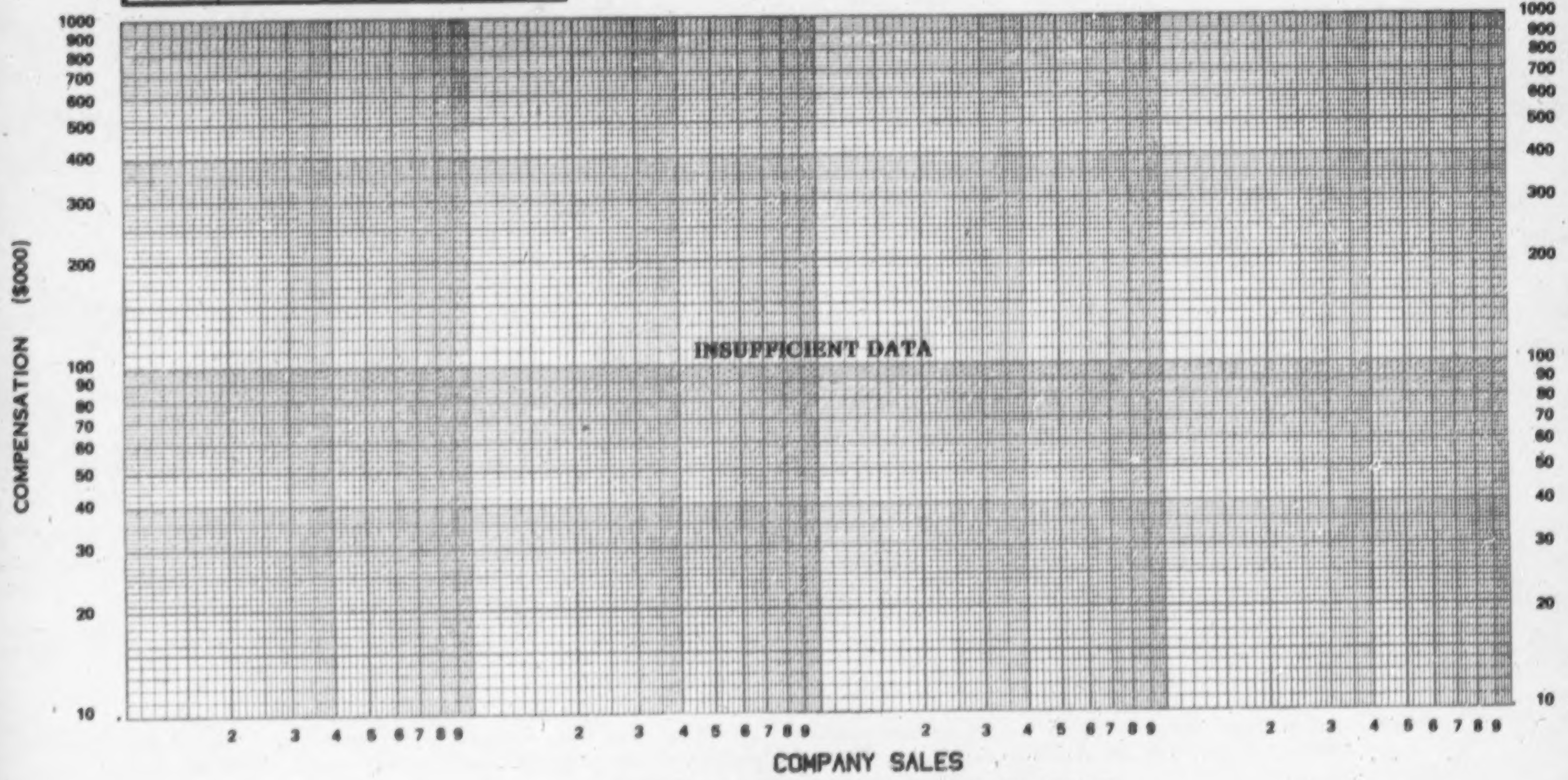
SCOPE		BONUS COMPANIES			NONBONUS	SALARY RANGE		
ANNUAL BAKERY PURCH ($MIL)	REPORTS TO	SALARY	BONUS	TOTAL COMP	COMPANIES SALARY	MIN	MID	MAX
$400.0 AND BELOW	ASST. V.P./DIR				$ 41.3	$ 26.7	$ 34.0	$ 41.3
	VICE PRESIDENT	$ 37.3	$ 0.0	$ 37.3		38.8	48.5	58.2
	MANAGER	34.0	0.0	34.0				
	NO IN POSITION:	3						
$ 153.7	WEIGHTED GROUP AVG:	$ 35.7	$ 0.0	$ 35.7	$ 41.3			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 35.9	$ 2.0	$ 37.9				
	NO IN POSITION:	4						
$ 153.7	POSITION AVERAGE:	$ 35.7	$ 0.7	$ 36.4	$ 41.3			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's. Salary	———		
Bonus Co's Total Comp	------		
Nonbonus Co's Salary	–·–·–·		



SURVEY POSITION #40 - BAKERY BUYER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 41 - TOP STORE OPERATIONS EXECUTIVE

Develops and directs policies, plans and programs to achieve the profitable operation of all corporate or operating company stores. Oversees the attainment of projected sales, gross profit margins, and the control of all store expenses while maintaining proper customer service. Assures that the firm's merchandising programs are adhered to and uniformly carried out in all stores.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$1000.0 AND ABOVE	CEO/PRESIDENT	$190.0	$ 19.0	$209.0				
	EXEC. V.P.	120.0	27.5	147.5				
	CEO/PRESIDENT	115.5	27.5	143.0				
	C.O.O.				$103.4			
	CEO/PRESIDENT	100.0	50.0	150.0		$ 95.6	$120.4	$145.3
	EXEC. V.P.	90.0	16.0	106.0		82.5	110.0	137.5
	CEO/PRESIDENT	88.5	31.5	120.0		86.7	108.3	130.0
	C.O.O.				85.5	68.9	86.2	103.4
	CEO/PRESIDENT	85.0	0.0	85.0		34.0	53.4	61.5
	GROUP EXEC.	75.0	8.0	83.0		84.4	105.5	126.6
	DIV. V.P./MGR.	56.0	10.4	66.4				
	NO IN POSITION:	12						
$ 1806.4	WEIGHTED GROUP AVG:	$102.2	$ 21.1	$123.3	$ 91.5			
$999.9 TO $750.0	BOARD OF DIR.				$176.8			
	C.O.O.	$133.6	$ 53.6	$187.2		$ 90.4	$112.9	$135.5
	C.O.O.	94.1	15.5	109.6		75.8	94.8	113.8
	VICE PRESIDENT	92.0	27.9	119.9		64.0	79.0	93.2
	EXEC. V.P.	87.0	20.0	107.0		70.0	85.0	95.0
	SENIOR V.P.	83.4	0.0	83.4		59.4	76.4	93.4
	NO IN POSITION:	6						
$ 822.4	WEIGHTED GROUP AVG:	$ 98.0	$ 23.4	$121.4	$176.8			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 41 - TOP STORE OPERATIONS EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$749.9	C.O.O.	$ 91.5	$ 30.0	$121.5		$ 68.1	$ 85.1	$102.2
TO	CEO/PRESIDENT	85.0	41.6	126.6		65.3	81.7	98.0
$500.0	CEO/PRESIDENT	72.5	32.5	105.0		62.6	76.9	90.8
	CEO/PRESIDENT	69.6	0.0	69.6		44.2	58.9	73.5
	VICE PRESIDENT				$ 58.5			
	CEO/PRESIDENT	55.0	289.5	344.5				
	NO IN POSITION:	6						
$ 627.8	WEIGHTED GROUP AVG:	$ 74.7	$ 78.7	$153.4	$ 58.5			
$499.9	CEO/PRESIDENT	$ 82.6	$ 15.8	$ 98.4				
TO	CEO/PRESIDENT	78.0	5.5	83.5		$ 55.6	$ 69.6	$ 83.5
$250.0	CEO/PRESIDENT	75.0	10.0	85.0		63.0	84.5	101.0
	CEO/PRESIDENT	75.0	7.3	82.3				
	CEO/PRESIDENT				$ 72.8			
	CEO/PRESIDENT	72.5	10.0	82.5				
	VICE PRESIDENT	57.5	30.0	87.5				
	CEO/PRESIDENT	55.2	10.2	65.4		37.9	49.2	60.4
	C.O.O.				55.0			
	BOARD OF DIR.	55.0	0.0	55.0		40.0	48.0	55.0
	C.O.O.	47.3	0.0	47.3				
	NO IN POSITION:	12						
$ 366.8	WEIGHTED GROUP AVG:	$ 67.6	$ 9.4	$ 77.0	$ 63.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 41 - TOP STORE OPERATIONS EXECUTIVE

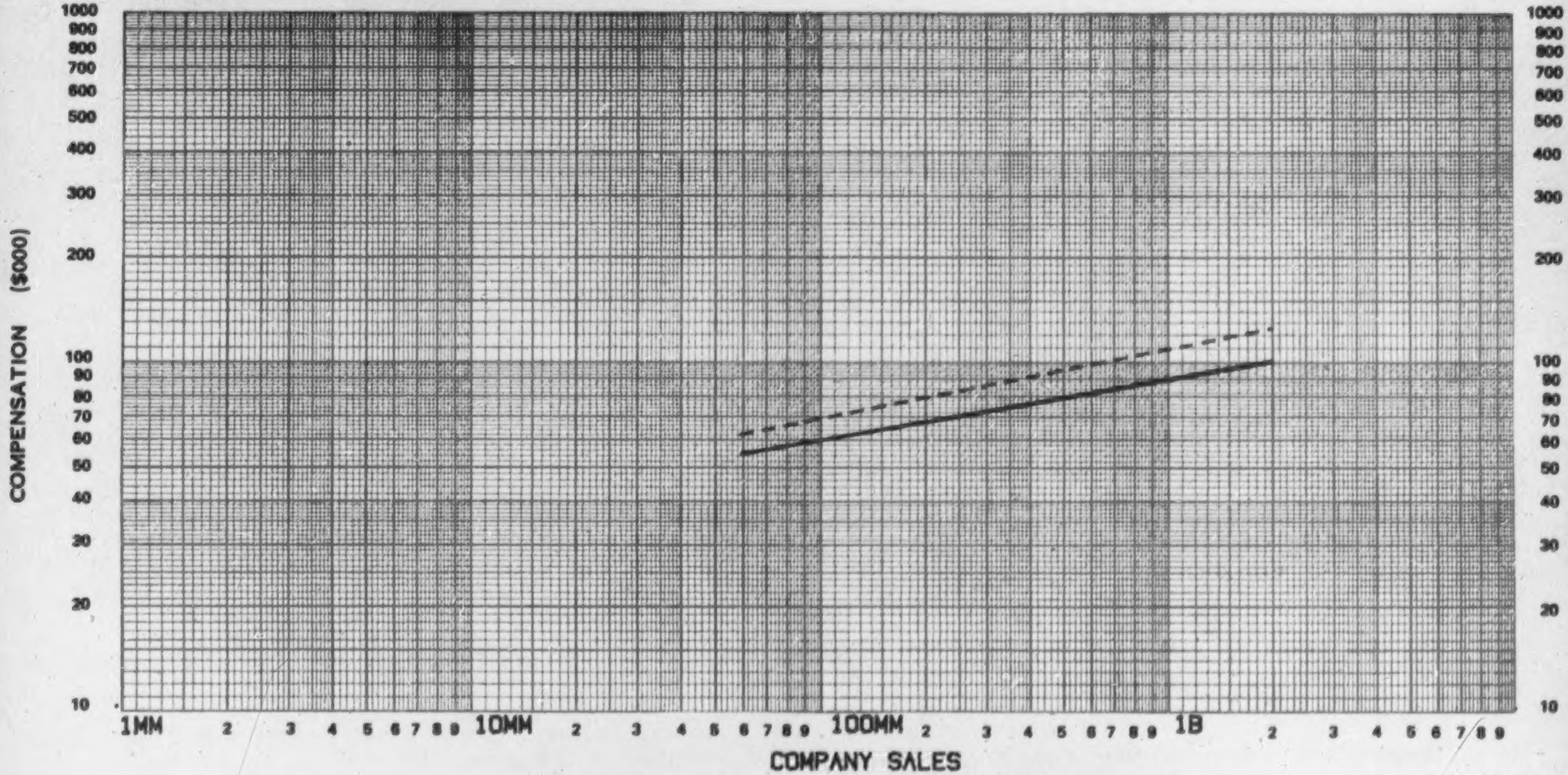
SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$249.9 AND BELOW	C.O.O.	$ 79.0	$ 23.7	$102.7				
	CEO/PRESIDENT				$ 78.0			
	C.O.O.	77.0	30.0	107.0		$ 54.6	$ 68.3	$ 82.0
	BOARD OF DIR.	72.7	0.0	72.7		44.6	55.8	67.0
	C.O.O.	61.3	3.0	64.3				
	BOARD OF DIR.	60.0	6.0	66.0				
	EXEC. V.P.	55.2	7.7	62.9		46.3	51.5	56.6
	EXEC. V.P.	50.4	14.1	64.5				
	NO IN POSITION: 8							
$ 150.4	WEIGHTED GROUP AVG:	$ 65.1	$ 12.1	$ 77.2	$ 78.0			
	NO IN POSITION: 44							
$ 817.8	POSITION AVERAGE:	$ 81.0	$ 24.4	$105.4	$ 89.4			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.50	1.17
Bonus Co's Total Comp	------	0.39	1.24
Nonbonus Co's Salary	-.-.-.		



SURVEY POSITION #41 - TOP STORE OPERATIONS EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY

SURVEY POSITION 42 - TOP STORE MAINTENANCE EXECUTIVE

Directs the corporation's or operating company's store engineering and maintenance activities. Works with architectural firms to develop construction specifications for store remodeling and repair. Provides store equipment planning and layout services. Assists in the purchase of store equipment and fixtures.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$500.0 AND ABOVE	CEO/PRESIDENT	$ 69.0	$ 6.9	$ 75.9				
	VICE PRESIDENT	65.0	5.0	70.0		$ 44.4	$ 55.6	$ 66.7
	SENIOR V.P.	62.5	4.9	67.4		46.1	61.5	76.9
	VICE PRESIDENT	59.2	5.0	64.2		44.1	55.2	66.2
	ASST. V.P./DIR	48.1	11.7	59.8		37.8	49.1	60.4
	VICE PRESIDENT	41.5	0.9	42.4		30.9	38.6	46.3
	MANAGER	40.4	21.6	62.0				
	ASST. V.P./DIR	40.0	8.3	48.3		30.6	35.8	41.8
	EXEC. V.P.	40.0	6.0	46.0				
	VICE PRESIDENT	39.2	0.0	39.2		31.2	38.5	45.8
	ASST. V.P./DIR	38.5	1.6	40.1		26.4	33.8	41.2
	ASST. V.P./DIR	37.0	0.0	37.0				
	ASST. V.P./DIR				$ 35.5	29.7	36.3	43.2
	NO IN POSITION:	13						
$ 1392.1	WEIGHTED GROUP AVG:	$ 48.4	$ 6.0	$ 54.4	$ 35.5			

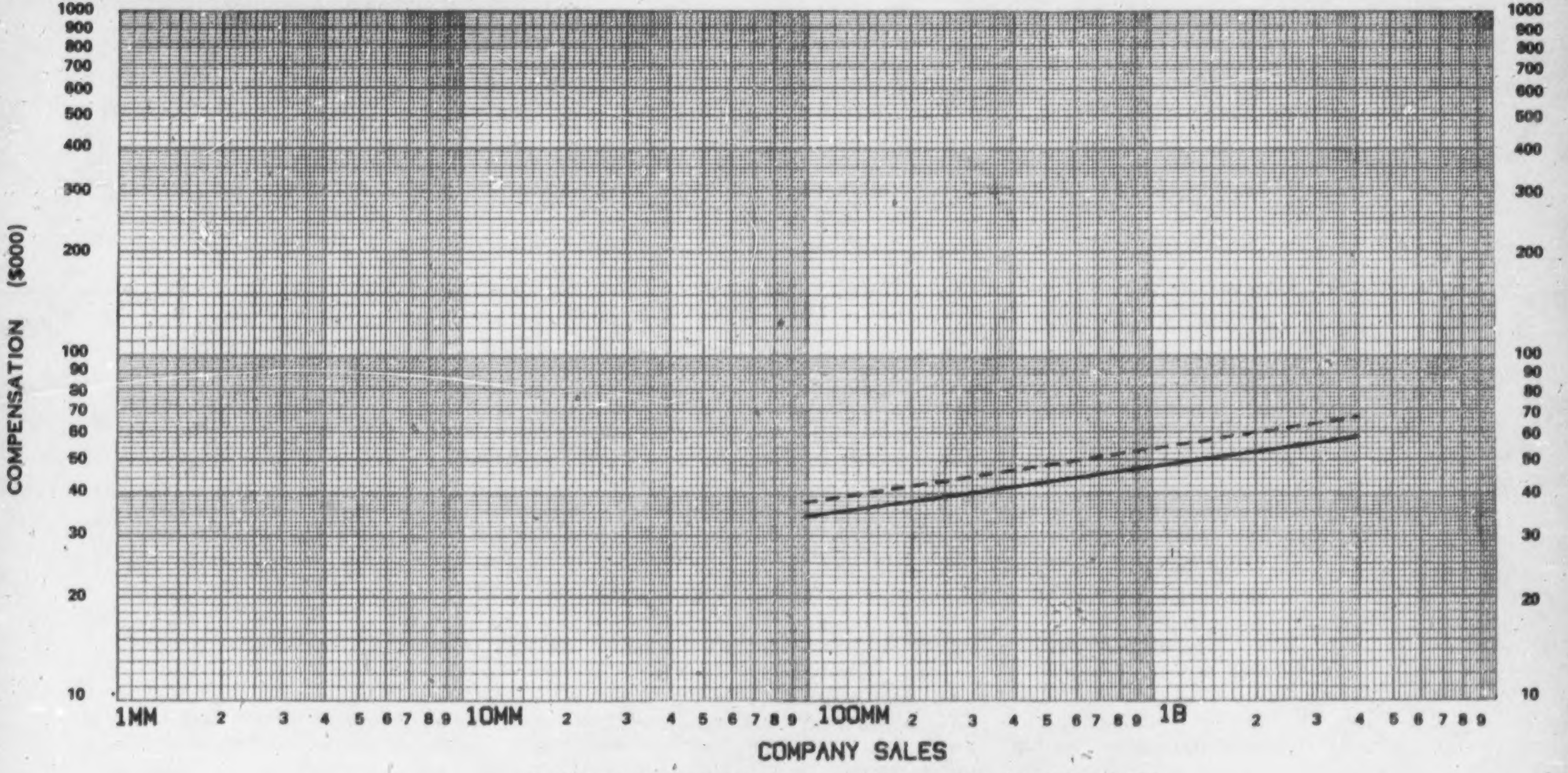
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 42 - TOP STORE MAINTENANCE EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$499.9	C.O.O.	$ 67.5	$ 22.5	$ 90.0		$ 49.5	$ 61.9	$ 74.2
AND BELOW	VICE PRESIDENT	48.3	6.9	55.2				
	VICE PRESIDENT	46.8	3.2	50.0		42.0	47.0	50.0
	VICE PRESIDENT	42.6	1.6	44.2				
	VICE PRESIDENT	41.0	13.0	54.0				
	VICE PRESIDENT				$ 39.9	22.4	28.0	33.6
	ASST. V.P./DIR	39.8	4.2	44.0		32.2	37.9	43.6
	CEO/PRESIDENT	38.0	1.4	39.4		28.1	35.1	42.2
	SENIOR V.P.	37.6	2.1	39.7				
	SENIOR V.P.				36.0			
	ASST. V.P./DIR	34.0	4.3	38.3		24.0	30.5	36.9
	EXEC. V.P.				32.5			
	ASST. V.P./DIR				32.0			
					30.1	21.5	26.9	32.3
	NO IN POSITION: 14							
$ 300.0	WEIGHTED GROUP AVG:	$ 44.0	$ 6.5	$ 50.5	$ 34.1			
	NO IN POSITION: 27							
$ 825.8	POSITION AVERAGE:	$ 46.5	$ 6.2	$ 52.7	$ 34.3			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.36	1.18
Bonus Co's Total Comp	------	0.35	1.20
Nonbonus Co's Salary	–.–.–.		



SURVEY POSITION #42 - TOP STORE MAINTENANCE EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 43 - DIVISION GENERAL MANAGER

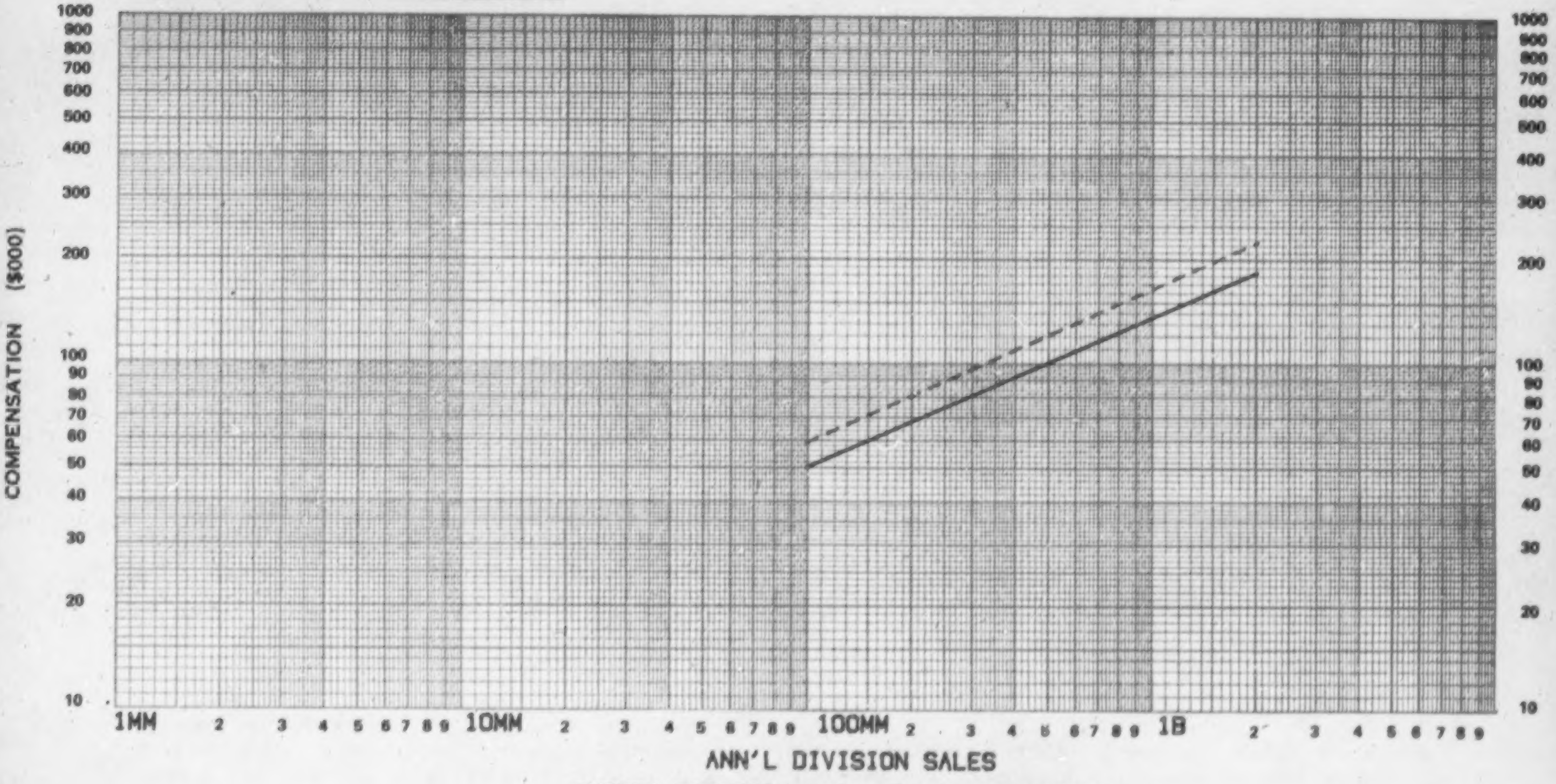
Responsible for the profitable operation of a division or geographic region of the corporation or operating company. Develops sales and profit objectives and forecasts, operating and capital expenditure budgets, and objectives for assigned stores and facilities. Oversees merchandising, store operations and staff activities. Reviews buying and merchandising programs to insure maximum profitability and continuity with the company's overall strategy. Reviews operating results of stores against sales and profit targets. Directs staff activities in support of division programs and financial objectives. Provides specific limitations of authority for all subordinates regarding contractual commitments, expenditures and personnel decisions. Continually reviews and reports to top management the division's performance with respect to market share, operating results, capital requirements, etc.

SCOPE ANN'L DIVISION SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$500.0 AND ABOVE	BOARD OF DIR.	$159.5	$ 20.0	$179.5		$149.0	$186.2	$223.5
	C.O.O.	138.8	32.0	170.8		109.0	131.0	157.0
	EXEC. V.P.	133.3	60.0	193.3		122.0	153.0	184.0
	CEO/PRESIDENT	100.0	22.5	122.5				
	SENIOR V.P.	68.1	0.0	68.1				
	NO IN POSITION: 11							
$ 817.7	WEIGHTED GROUP AVG:	$115.9	$ 31.5	$147.4				
$499.9 TO $250.0	C.O.O.	$119.0	$ 10.0	$129.0		$ 75.0	$ 90.0	$107.0
	BOARD OF DIR.	115.0	31.1	146.1		58.5	72.8	87.0
	SENIOR V.P.	91.0	45.5	136.5		75.9	95.2	104.9
	EXEC. V.P.	88.6	12.3	100.9		55.2	73.6	92.0
	SENIOR V.P.	73.3	0.0	73.3				
	C.O.O.				$ 71.8	78.0	97.6	117.1
	VICE PRESIDENT	63.5	11.0	74.5		58.8	73.6	88.3
	SENIOR V.P.	62.1	4.1	66.2		51.3	64.1	76.9
	NO IN POSITION: 27							
$ 313.9	WEIGHTED GROUP AVG:	$ 86.4	$ 15.0	$101.4	$ 71.8			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 43 - DIVISION GENERAL MANAGER

SCOPE ANN'L DIVISION SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$249.9 AND BELOW	EXEC. V.P.				$ 82.0	$ 67.0	$ 83.8	$100.6
	CEO/PRESIDENT	$ 76.0	$ 49.8	$125.8		62.6	76.9	90.8
	SENIOR V.P.	69.3	8.0	77.3		50.8	68.3	85.4
	CEO/PRESIDENT				68.9			
	VICE PRESIDENT	55.2	0.0	55.2		47.0	59.4	71.9
	EXEC. V.P.	51.2	6.8	58.0				
	SENIOR V.P.				47.1			
		29.9	0.0	29.9		21.5	26.9	32.3
	NO IN POSITION: 21							
$ 125.8	WEIGHTED GROUP AVG:	$ 52.1	$ 5.9	$ 58.0	$ 66.0			
NO SCOPE REPORTED	CEO/PRESIDENT	$171.0	$ 50.1	$221.1		$107.5	$136.0	$164.9
	CEO/PRESIDENT				$163.0			
	GROUP EXEC.	134.9	56.4	191.3		98.8	123.5	148.2
					88.4			
	NO IN POSITION: 14							
	WEIGHTED GROUP AVG:	$137.9	$ 55.9	$193.8	$125.7			
	NO IN POSITION: 73							
$ 340.9	POSITION AVERAGE:	$ 93.3	$ 23.6	$116.9	$ 78.4			

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———	0.65	1.24
Bonus Co's Total Comp ------	0.48	1.37
Nonbonus Co's Salary -.-.-.		



SURVEY POSITION #43 - DIVISION GENERAL MANAGER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 44 - SCANNING COORDINATOR

Recommends, coordinates and implements software programs and systems to enhance performance of electronic front-end equipment. Has staff responsibility for the coordination of scanning systems throughout the division/company. Assists in the installation of electronic equipment and the training of store personnel in all aspects of scanning, including the development of store price files, preparation and maintenance of operating manuals, and specifications of electronic front-end equipment.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$750.0	GROUP EXEC.				$ 55.0			
AND ABOVE	VICE PRESIDENT				52.6	$ 44.5	$ 55.6	$ 66.7
	SENIOR V.P.	$ 51.5	$ 1.5	$ 53.0		38.7	50.5	62.3
	GROUP EXEC.				48.0	38.2	48.2	58.1
	ASST. V.P./DIR				43.0	33.1	40.6	48.0
	ASST. V.P./DIR				43.0			
	MANAGER	42.1	0.0	42.1		31.3	41.8	52.2
	EXEC. V.P.	40.2	3.0	43.2		23.0	30.5	38.0
	ASST. V.P./DIR	38.7	1.9	40.6		27.4	34.3	41.2
	MANAGER	37.7	1.0	38.7		29.8	37.2	44.6
	MANAGER				34.1	26.7	34.0	41.3
	GROUP EXEC.				32.4			
	ASST. V.P./DIR	32.0	4.7	36.7		27.9	32.8	37.9
	MANAGER				29.0			
	VICE PRESIDENT	28.6	1.0	29.6		28.7	35.9	43.1
	ASST. V.P./DIR				27.8	18.2	23.9	29.6
	MANAGER				27.1	25.0	33.3	41.6
	MANAGER				26.9	25.7	32.2	38.7
	MANAGER	25.3	0.9	26.2		19.8	26.3	30.3
	MANAGER	23.1	0.0	23.1		20.8	25.8	30.7
	NO IN POSITION:	30						
$ 3353.3	WEIGHTED GROUP AVG:	$ 33.4	$ 1.4	$ 34.8	$ 33.5			

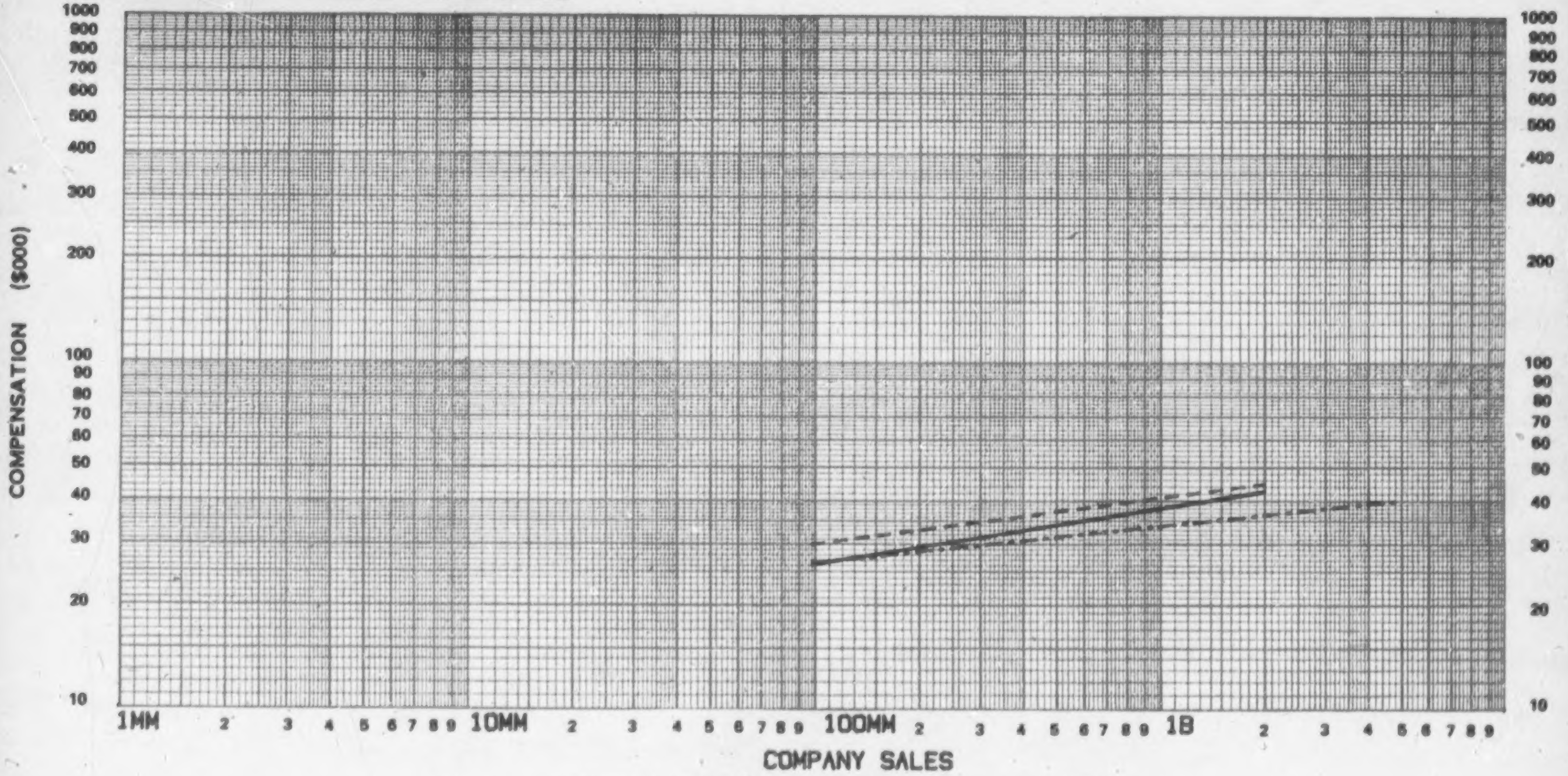
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 44 - SCANNING COORDINATOR

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$749.9 AND BELOW	CEO/PRESIDENT	$ 58.3	$ 3.1	$ 61.4		$ 44.6	$ 55.7	$ 66.9
		46.8	0.0	46.8				
	VICE PRESIDENT	40.0	5.5	45.5				
	GROUP EXEC.				$ 37.7			
	DIST.MANAGER				37.6			
	CEO/PRESIDENT				36.3			
	ASST. V.P./DIR	35.5	3.4	38.9		31.6	37.2	42.8
	MANAGER				34.6	29.7	36.3	43.2
	DIV. V.P./MGR.				32.5	24.8	31.0	37.2
	ASST. V.P./DIR	32.2	5.4	37.6		25.0	31.3	37.6
	SENIOR V.P.				32.1			
	SENIOR V.P.				31.1			
	VICE PRESIDENT	30.6	7.5	38.1				
					29.6			
	VICE PRESIDENT	29.5	8.0	37.5				
	VICE PRESIDENT	28.0	4.3	32.3		22.9	28.2	33.5
	C.O.O.	26.2	1.4	27.6				
	DIV. V.P./MGR.	26.2	0.0	26.2		21.5	26.9	32.3
	GROUP EXEC.				24.7			
	GROUP EXEC.				23.4	20.0	24.0	29.0
	EXEC. V.P.				16.4			
	NO IN POSITION: 21							
$ 379.7	WEIGHTED GROUP AVG:	$ 35.3	$ 3.9	$ 39.2	$ 30.5			
	NO IN POSITION: 51							
$ 2128.9	POSITION AVERAGE:	$ 34.3	$ 2.6	$ 36.9	$ 32.4			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	——	0.26	1.20
Bonus Co's Total Comp	------	0.21	1.18
Nonbonus Co's Salary	-.-.-.	0.21	1.28



SURVEY POSITION #44 - SCANNING COORDINATOR

FOOD MARKETING INSTITUTE

1986-1987 MANAGEMENT COMPENSATION SURVEY FOR WHOLESALERS AND LARGE RETAILERS
NATIONAL SUMMARY

SURVEY POSITION 45: DISTRICT MANAGER

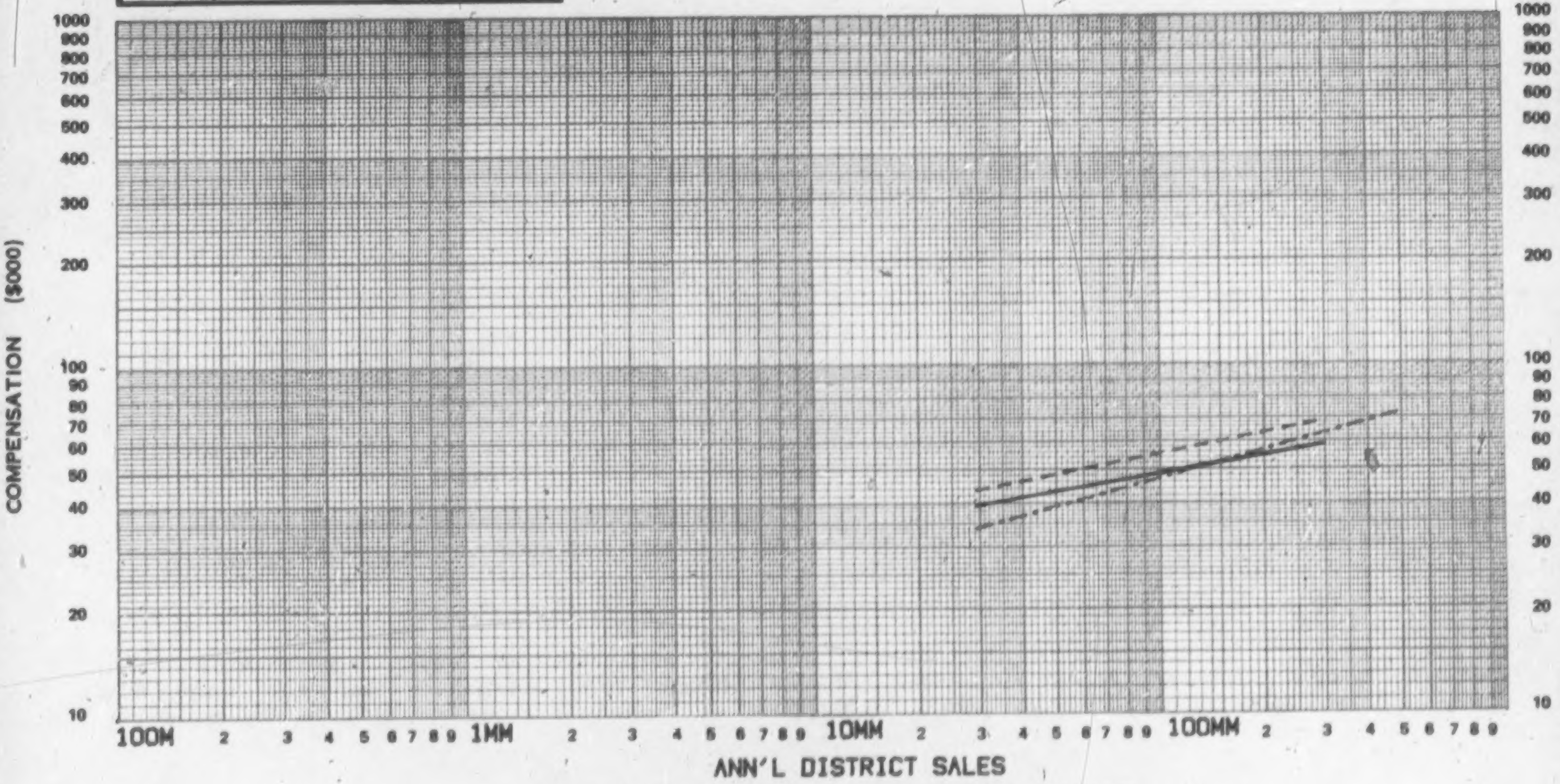
Responsible for the management and profitable operation of all stores in assigned district. Directs store managers to achieve maximum sales and profits from each store. Plans and directs store operating activities necessary to assure conformity with established sales and merchandising programs. Forecasts store sales, expenses, and operating profits. Keeps abreast of competitive activities in assigned geographic area.

SCOPE ANNUAL DISTRICT SALES ($MIL)		BONUS COMPANIES				
Range	Weighted Group Average	Salary	Bonus	Total Compensation	NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS
$150.0 and Above	$183.3	$58.6	$11.7	$70.3	$68.4	87
149.9 to 100.0	120.8	49.6	7.2	56.8	42.8	69
99.9 to 75.0	87.0	44.9	8.0	52.9	39.1	54
74.9 to 50.0	59.9	47.6	6.3	53.9	44.3	61
49.9 and Below	35.1	43.0	3.1	46.1	38.0	19
NO SCOPE REPORTED		52.7	7.5	60.2	59.7	212
POSITION AVERAGE	**$114.8**	**$51.6**	**$ 7.9**	**$59.5**	**$51.1**	**502**

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.42	1.13
Bonus Co's Total Comp	------	0.40	1.16
Nonbonus Co's Salary	-·-·-·	0.48	1.17



SURVEY POSITION #45 - DISTRICT MANAGER

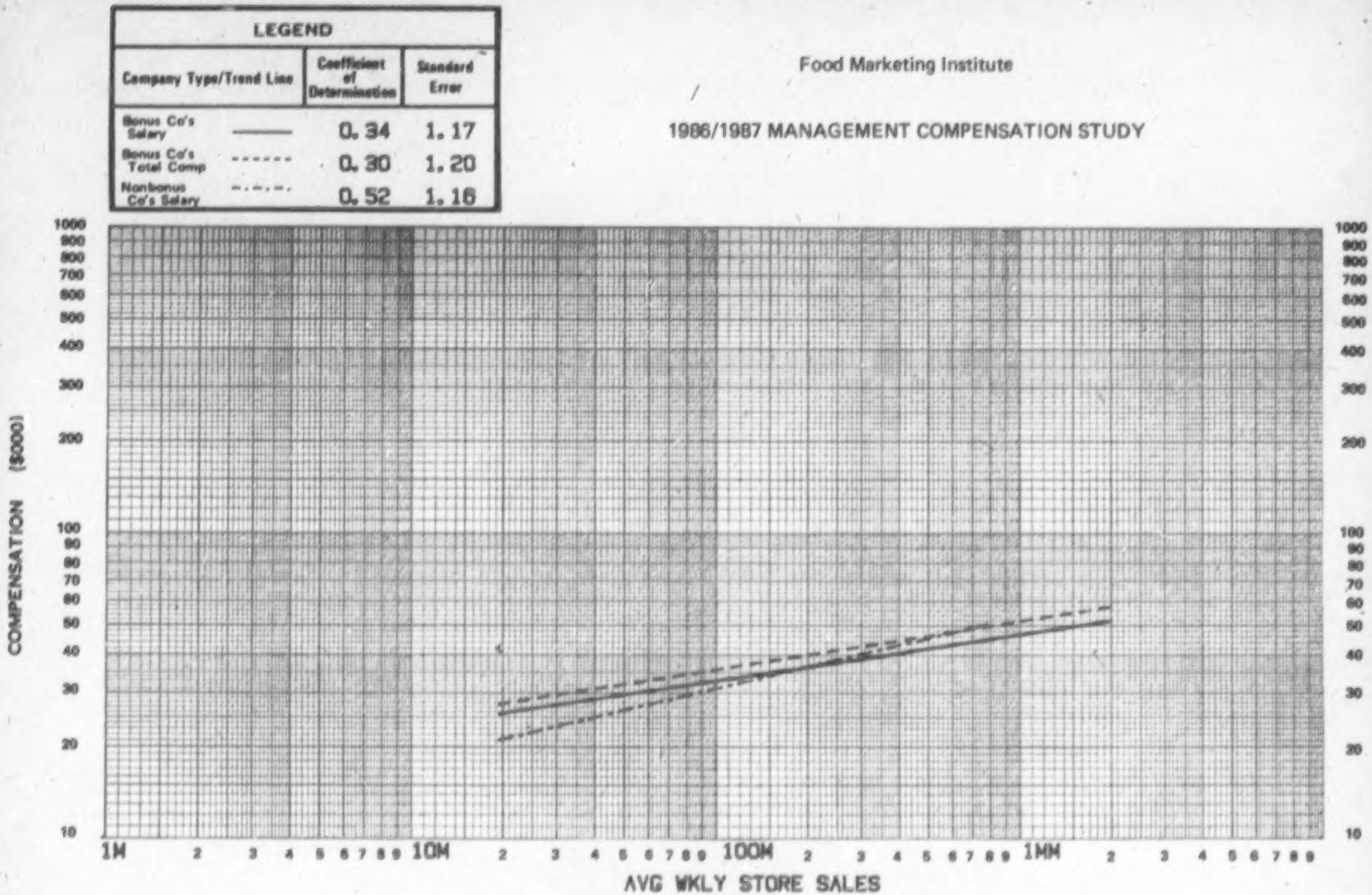
FOOD MARKETING INSTITUTE

1986-1987 MANAGEMENT COMPENSATION SURVEY FOR WHOLESALERS AND LARGE RETAILERS
NATIONAL SUMMARY

SURVEY POSITION 46: STORE MANAGER

Responsible for managing the entire activity of an individual retail food store. Insures profitable operation of all departments in the store. Implements company merchandising and inventory programs. Schedules work loads, hires and trains store personnel, and resolves all store personnel problems.

SCOPE AVERAGE WEEKLY STORE SALES ($THOU)		BONUS COMPANIES				
Range	Weighted Group Average	Salary	Bonus	Total Compensation	NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS
$300.0 and Above	$469.5	$44.3	$ 4.0	$48.3	$48.8	670
299.9 to 200.0	249.3	39.3	3.5	42.8	41.1	523
199.9 to 150.0	173.4	36.8	3.5	40.3	39.1	442
149.9 to 100.0	127.0	34.0	4.6	38.6	30.6	601
99.9 to 75.0	87.7	31.8	3.5	35.3	29.0	212
74.9 to 50.0	56.8	35.7	3.3	39.0	27.0	650
49.9 and Below	36.0	26.3	2.3	28.6	24.3	102
NO SCOPE REPORTED		41.6	9.9	51.5	37.7	955
POSITION AVERAGE	**$205.4**	**$38.5**	**$ 5.2**	**$43.7**	**$36.8**	**4,155**



SURVEY POSITION #46 - STORE MANAGER

FOOD MARKETING INSTITUTE

1986-1987 MANAGEMENT COMPENSATION SURVEY FOR WHOLESALERS AND LARGE RETAILERS
NATIONAL SUMMARY

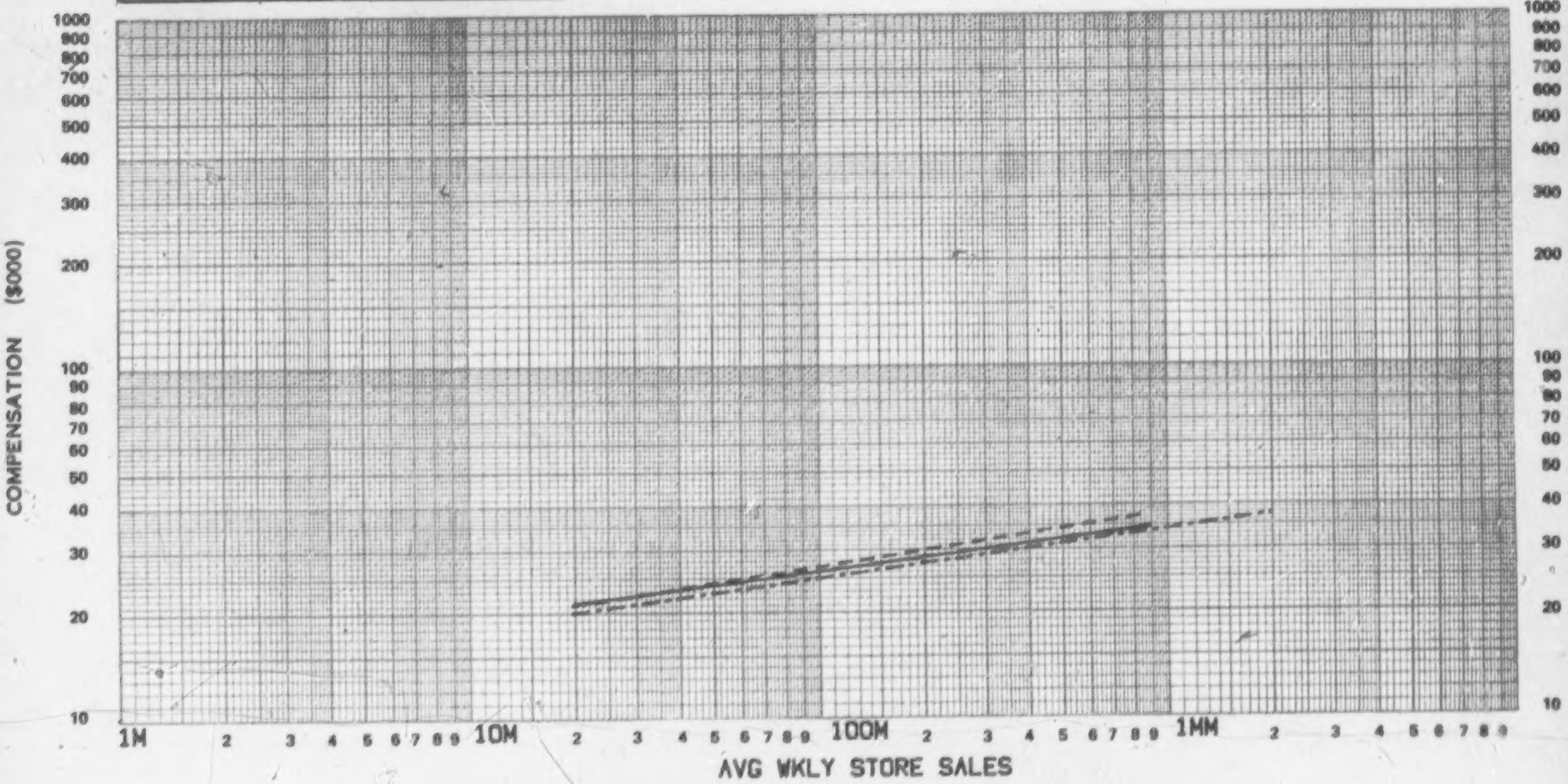
SURVEY POSITION 47: ASSISTANT/CO-STORE MANAGER

Responsible for managing the activity of an individual retail store in conjunction with, or in absence of, Store Manager. Insures profitable operation of all departments in the store. Implements company merchandising and inventory programs. Schedules work loads, hires and trains store personnel, and resolves all store personnel problems. Has total responsibility for store operations when Store Manager is absent. May be a training position.

SCOPE AVERAGE WEEKLY STORE SALES ($THOU)		BONUS COMPANIES				
Range	Weighted Group Average	Salary	Bonus	Total Compensation	NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS
$250.0 and Above	$443.8	$33.5	$ 2.1	$35.6	$33.6	821
249.9 to 200.0	236.3	29.0	1.3	30.3	27.9	179
199.9 to 150.0	173.8	27.4	1.8	29.2	28.3	314
149.9 to 100.0	126.6	26.8	2.4	29.2	24.7	447
99.9 to 75.0	88.8	25.8	1.4	27.2	24.3	145
74.9 to 50.0	56.6	22.0	0.0	22.0	26.6	616
49.9 and Below	45.3	27.1	0.7	27.8	21.1	216
NO SCOPE REPORTED		32.7	1.9	34.6	26.5	520
POSITION AVERAGE	**$210.1**	**$30.1**	**$ 1.8**	**$31.9**	**$27.7**	**3,258**

NOTE: Only eight companies indicated that their Assistant/Co-Store Managers are unionized; therefore, all data for this position are combined.

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.19	1.21
Bonus Co's Total Comp	------	0.23	1.22
Nonbonus Co's Salary	-.-.-.	0.24	1.20



SURVEY POSITION #47 - ASSISTANT/CO-STORE MANAGER

FOOD MARKETING INSTITUTE

1986-1987 MANAGEMENT COMPENSATION SURVEY FOR WHOLESALERS AND LARGE RETAILERS
NATIONAL SUMMARY

SURVEY POSITION 48: MEAT DEPARTMENT MANAGER

Directs and controls the operation of the store's meat department. Supervises department personnel. Participates in determining quality and quantities of merchandise. Orders merchandise and supplies. Receives and displays stock.

SCOPE AVERAGE WEEKLY MEAT SALES ($THOU)		BONUS COMPANIES				
Range	Weighted Group Average	Salary	Bonus	Total Compensation	NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS
$ 50.0 and Above	$ 62.7	$32.0	$ 3.9	$35.9	$30.4	186
49.9 to 35.0	40.2	28.8	1.3	30.1	29.0	185
34.9 to 25.0	27.7	26.8	2.8	29.6	27.9	325
24.9 to 15.0	20.3	28.0	2.1	30.1	27.1	393
14.9 and Below	11.6	21.1	0.0	21.1	25.6	274
NO SCOPE REPORTED		36.3	1.5	37.8	29.6	757
POSITION AVERAGE	**$ 28.8**	**$30.0**	**$ 2.0**	**$32.0**	**$28.4**	**2,120**

NOTE: This summary exhibit and the trend line on the facing page reflect pay levels for all Meat Department Managers -- union and nonunion combined.

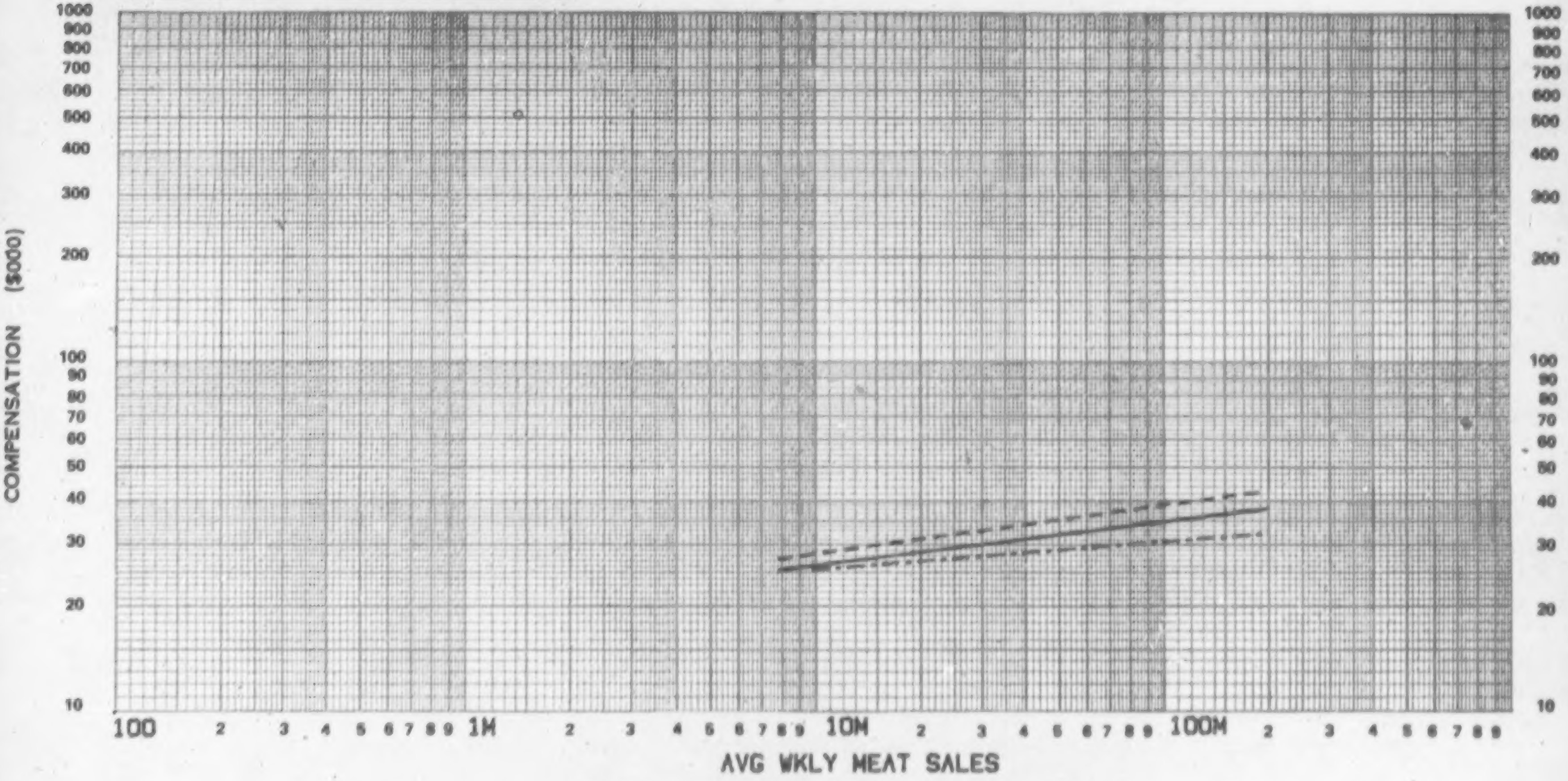
Exhibits on the following pages show Meat Department Managers who are union members (pages 283 - 288) and those who are nonunion (pages 289 - 296).

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.16	1.18
Bonus Co's Total Comp	------	0.16	1.20
Nonbonus Co's Salary	-.-.-.	0.09	1.16

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #48 - MEAT DEPARTMENT MANAGER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER -- UNION

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$50.0				$ 37.9									
AND ABOVE	$ 36.4	$ 1.0	$ 37.4					5.0		40.0	26.0	E	G
				35.2	$ 35.1	$ 38.1	$ 41.0			40.0		E	E
				32.4	35.1	38.1	41.0	5.0		40.0		E	E
				31.7	31.7	31.7	31.7	6.0	1.0	44.0	6.0	E	E
	31.7	13.6	45.3					5.0	1.0	44.0	15.0	200	2.5
				30.6				5.0		44.0	13.0	D	E
				29.8				5.0		40.0	15.0	F	E
				26.8				5.0	2.0	40.0	3.0	F	F
				25.5				5.0	2.0	40.0	3.0	F	F
				22.5	16.6	22.5	28.4	6.0	5.0	50.0	3.0	B	B
NO. IN POS: 66													
$ 59.3 WT'D AVG:	$ 34.3	$ 6.7	$ 41.0	$ 31.1									
$49.9				$ 37.9									
TO	$ 36.4	$ 1.0	$ 37.4					5.0		40.0	26.0	E	G
$35.0				33.2				5.0		42.0	12.0	F	E
				32.9	$ 35.1	$ 38.1	$ 41.0	5.0		40.0		E	E
	31.7	11.7	43.4					5.0	1.0	44.0	15.0	200	2.5
				29.8				5.0		40.0	15.0	F	E
				26.8				5.0	2.0	40.0	3.0	F	F
				25.2				5.0		40.0		E	E
				22.8	19.3	24.5	29.7	6.0	5.0	50.0	3.0	B	B
				21.4	20.2	21.5	22.9	5.0	2.0	40.0		0	E
NO. IN POS: 52													
$ 41.9 WT'D AVG:	$ 33.3	$ 8.1	$ 41.4	$ 29.3									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT
MANAGER -- UNION

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$34.9				$ 37.9									
TO				33.2				5.0		42.0	12.0	F	E
$25.0	$ 31.7	$ 9.4	$ 41.1					5.0	1.0	44.0	15.0	200	2.5
				29.8				5.0		40.0	15.0	F	E
				29.4				5.0	2.5	45.0			
				27.9				5.0		40.0		E	E
				27.1	$ 27.1	$ 27.1	$ 27.1	5.0		45.0		B	E
				26.8				5.0	2.0	40.0	3.0	F	F
				25.5				5.0	2.0	40.0	3.0	F	F
				24.3				5.0		40.0		E	E
				22.6	20.2	21.5	22.9	5.0	2.0	40.0		O	E
NO. IN POS: 91													
$ 29.3 WT'D AVG:	$ 31.7	$ 9.4	$ 41.1	$ 28.2									
$24.9				$ 37.9									
TO				33.2				5.0		42.0	12.0	F	E
$15.0				33.2				5.0		42.0	12.0	F	E
				32.2	$ 35.1	$ 38.1	$ 41.0	5.0		40.0		E	E
	$ 31.7	$ 8.2	$ 39.9					5.0	1.0	44.0	15.0	200	2.5
				30.6				5.0		40.0		F	G
				28.4				5.0	2.5	45.0			
				27.9				5.0		40.0		E	E
				27.0	27.0	27.0	27.0	5.0		45.0		B	E
				26.4				5.0	2.0	40.0	3.0	F	F
				25.5				5.0	2.0	40.0	3.0	F	F
				23.0				5.0		40.0		E	E
				22.4	20.2	21.5	22.9	5.0	2.0	40.0		O	E
NO. IN POS: 135													
$ 19.8 WT'D AVG:	$ 31.7	$ 8.2	$ 39.9	$ 27.9									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER -- UNION

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$14.9 AND BELOW				$ 30.7	$ 35.1	$ 38.1	$ 41.0	5.0		40.0		E	E
				30.6				5.0		40.0		F	G
				27.9				5.0		40.0		E	E
				27.4				5.0	2.5	45.0			
				26.4				5.0	2.0	40.0	3.0	F	F
				26.2				5.0	1.0	45.0	26.0	E	E
				25.5				5.0	2.0	40.0	3.0	F	F
				25.5	25.5	25.5	25.5	5.0		45.0		B	E
				22.1	20.2	21.5	22.9	5.0	2.0	40.0		O	E
				21.9				5.0		40.0		E	E
NO. IN POS: 172													
$ 12.3 WT'D AVG:				$ 26.0									

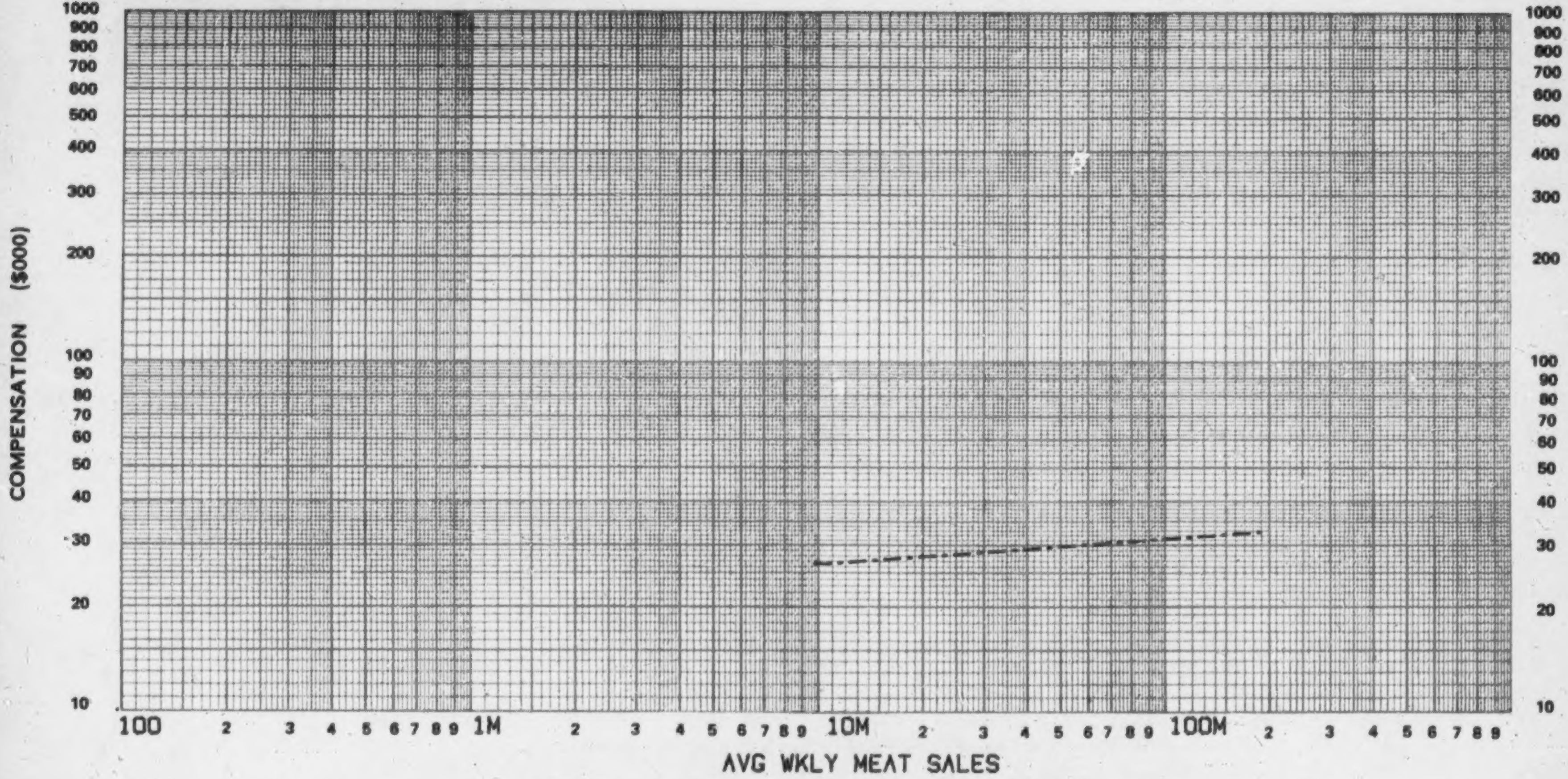
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER -- UNION

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
NO SCOPE	$ 41.2	$ 0.0	$ 41.2										
REPORTED				$ 35.9				6.0		48.0	50.0	E	
				35.9				6.0		48.0	50.0	E	
				35.9				6.0		48.0	50.0	E	
				35.9				6.0		48.0	50.0	E	
				35.0				5.0	1.0	45.0	13.0	F	E
				35.0				5.0	1.0	45.0	13.0	F	E
				35.0				5.0	1.0	45.0	13.0	F	E
				34.1									
				33.4				5.0		40.0		F	E
				32.5									
				32.4									
				31.8									
				31.7				5.0		42.5	10.0	F	E
				31.7				5.0		42.5	10.0	F	E
	31.6	0.0	31.6					5.0		40.0		E	E
				30.4				5.0		40.0			
	30.2	0.0	30.2					5.0	1.0	40.0	13.0	F	F
	29.4	0.0	29.4					5.0		40.0		E	E
				29.1									
				27.4									
				27.2				5.0		45.0		E	E
				22.8				5.0		40.0	12.0	E	E
				21.3				5.0		41.0	6.0	E	E
NO. IN POS: 550 WT'D AVG:	$ 37.1	$ 0.0	$ 37.1	$ 31.3									
NO. IN POS: 1066 POSITION AVG: $ 26.3	$ 36.6	$ 1.0	$ 37.6	$ 29.3									

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	——		
Bonus Co's Total Comp	------		
Nonbonus Co's Salary	-.-.-.	0.07	1.16



SURVEY POSITION #48 - MEAT DEPARTMENT MANAGER

UNION

FOOD MARKETING INSTITUTE
1986-1986 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT
MANAGER -- NONUNION

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$50.0 AND ABOVE	$ 36.1	$ 2.8	$ 38.9		$ 28.7	$ 33.8	$ 38.8	5.0	2.0	45.0	10.0	210	210
				$ 32.0				5.5	1.0	44.0	26.0	E	E
				30.9	30.5	31.3	32.2	5.0		45.0		B	A
				30.6	22.1	27.3	32.3	5.0	1.0	45.0			
				30.5	30.5	30.5	30.5	6.0	1.0	44.0	6.0	E	E
				30.4									
				30.4				5.5		45.0	4.0	B	B
				29.3									
				28.6				5.0	2.0	50.0	26.0	103	D
				28.1				5.0	1.0	40.0	13.0	E	E
				27.3						42.0		50	C
				25.0				5.0		42.0		50	C
NO. IN POS: 109													
$ 62.0 WT'D AVG:	$ 36.1	$ 2.8	$ 38.9	$ 30.1									

FOOD MARKETING INSTITUTE
1986-1986 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER -- NONUNION

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$49.9	$ 39.5	$ 0.0	$ 39.5										
TO	34.8	2.1	36.9		$ 27.5	$ 32.3	$ 37.2	5.0	2.0	45.0	10.0	210	210
$35.0				$ 34.2	29.9	32.8	34.3	5.0	2.0	45.0	10.0	240	C
	34.0	8.0	42.0		28.0	32.0	42.0	5.0		45.0	5.0	1.5	1.5
				30.9									
				30.6	22.1	27.3	32.3	5.0	1.0	45.0			
				30.1				5.2	1.0	43.0	20.0	E	E
				28.9	29.9	29.9	35.3	5.0		45.0		B	A
				28.2									
				27.5				5.0	2.0	50.0	26.0	103	D
				27.4				5.0	1.0	40.0	13.0	E	E
	27.0	7.0	34.0					5.0		40.0	13.0	B	B
	26.0	0.0	26.0		25.3	25.7	26.0	5.0	2.0	43.0			
				23.4				5.0		42.0		50	C
				22.1				5.5		45.0	4.0	B	B
NO. IN POS: 130													
$ 39.5 WT'D AVG:	$ 28.1	$ 0.7	$ 28.8	$ 28.8									

FOOD MARKETING INSTITUTE
1986-1986 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT
MANAGER -- NONUNION

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$34.9	$ 38.7	$ 0.0	$ 38.7										
TO	33.2	1.8	35.0		$ 27.5	$ 32.3	$ 37.2	5.0	2.0	45.0	10.0	210	210
$25.0				$ 32.2	29.1	31.7	33.3	5.0	2.0	45.0	10.0	240	C
				30.6	22.1	27.3	32.3	5.0	1.0	45.0			
				30.1									
	29.0	7.0	36.0		25.0	30.0	36.0	5.0		45.0	5.0	1.5	1.5
				28.5				5.0	1.0	42.0	20.0	E	E
				28.2									
	27.0	1.2	28.2					5.0		40.0	13.0	B	B
				26.8				5.0	1.0	40.0	13.0	E	E
				26.5				5.0	2.0	50.0	26.0	103	D
				26.3	23.8	26.2	28.5	5.0		45.0		B	A
	25.3	3.0	28.3		22.2	25.3	28.4	5.5	1.0	48.0	24.0	E	D
	25.3	3.0	28.3		22.2	25.3	28.4	5.5	1.0	48.0	24.0	E	D
				22.9				5.0		42.0		50	C
				19.4				5.0		40.0	4.0	B	B
NO. IN POS: 198													
$ 27.4 WT'D AVG:	$ 26.8	$ 2.8	$ 29.6	$ 27.4									

FOOD MARKETING INSTITUTE
1986-1986 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT
MANAGER -- NONUNION

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	 BONUS	 TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	 MID	 MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	 # NTS.	 # HRS.	 # SUN.	 SUN. PAY	 HOL. PAY
NO SCOPE				$ 40.8	$ 39.5	$ 40.5	$ 41.5	6.0	2.0	48.0	9.0	B	B
REPORTED	$ 39.1	$ 0.5	$ 39.6					6.0		50.0		0	0
	35.2	12.5	47.7										
	34.4	3.4	37.8		20.3	27.0	33.7	5.7	1.0	50.0	1.0	B	B
	33.8	1.0	34.8										
				32.7									
	31.8	3.1	34.9		20.3	27.0	33.7	5.7	1.0	50.0	1.0	B	B
				31.7									
	31.2	1.0	32.2										
	31.2	1.0	32.2										48
	31.2	1.0	32.2										
	31.2	1.0	32.2										
	30.2	3.0	33.2		20.3	27.0	33.7	5.7	1.0	50.0	1.0	B	B
				27.9				5.5	1.0			E	F
				25.1				5.5	1.0			E	F
				24.4	24.1	24.2	24.5	5.5	1.0	42.5	3.0	E	E
				24.2				5.5	1.0			E	F
				24.1	23.9	24.0	24.2	5.5	1.0	42.5	3.0	E	E
				23.9	23.7	23.9	23.9	5.5	1.0	42.5	3.0	E	E
				22.9				5.5	1.0			E	F
				21.3				6.0	3.0	45.0		C	F
NO. IN POS: 179 WT'D AVG:	$ 33.5	$ 6.9	$ 40.4	$ 26.1									
NO. IN POS: 940 POSITION $ 30.5 AVG:	$ 28.6	$ 2.5	$ 31.1	$ 27.2									

FOOD MARKETING INSTITUTE
1986-1986 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT
MANAGER -- NONUNION

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE			WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$24.9	$ 37.3	$ 0.0	$ 37.3										
TO	32.2	2.4	34.6					5.0		40.0			
$15.0				$ 31.1	$ 29.1	$ 31.7	$ 33.3	5.0	2.0	45.0	10.0	240	C
	30.9	1.5	32.4		25.9	30.4	35.0	5.0	2.0	45.0	10.0	210	210
				29.7									
				28.9				5.0	1.0	42.0	20.0	E	E
				28.0	20.7	24.7	28.4	5.0	1.0	45.0			
				27.9									
				27.1	23.5	27.5	31.5	5.0		45.0		E	E
				26.7				5.0	1.0	40.0	13.0	E	E
				26.0				5.0	2.0	50.0	26.0	103	D
	25.6	2.1	27.7					5.0		40.0	13.0	B	B
	25.3	3.0	28.3		22.2	25.3	28.4	5.5	1.0	48.0	24.0	E	D
				21.9				6.0		48.0			
				21.9				6.0		48.0			
				20.8				5.0		42.0		50	C
	18.0	0.5	18.5		14.0	17.5	21.0	6.0	1.0	42.0	15.0	B	B
				17.8				5.0		40.0	4.0	B	B

NO. IN POS: 248

	WT'D AVG:				
$ 20.6		$ 28.6	$ 2.2	$ 30.8	$ 25.9

FOOD MARKETING INSTITUTE
1986-1986 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT
MANAGER -- NONUNION

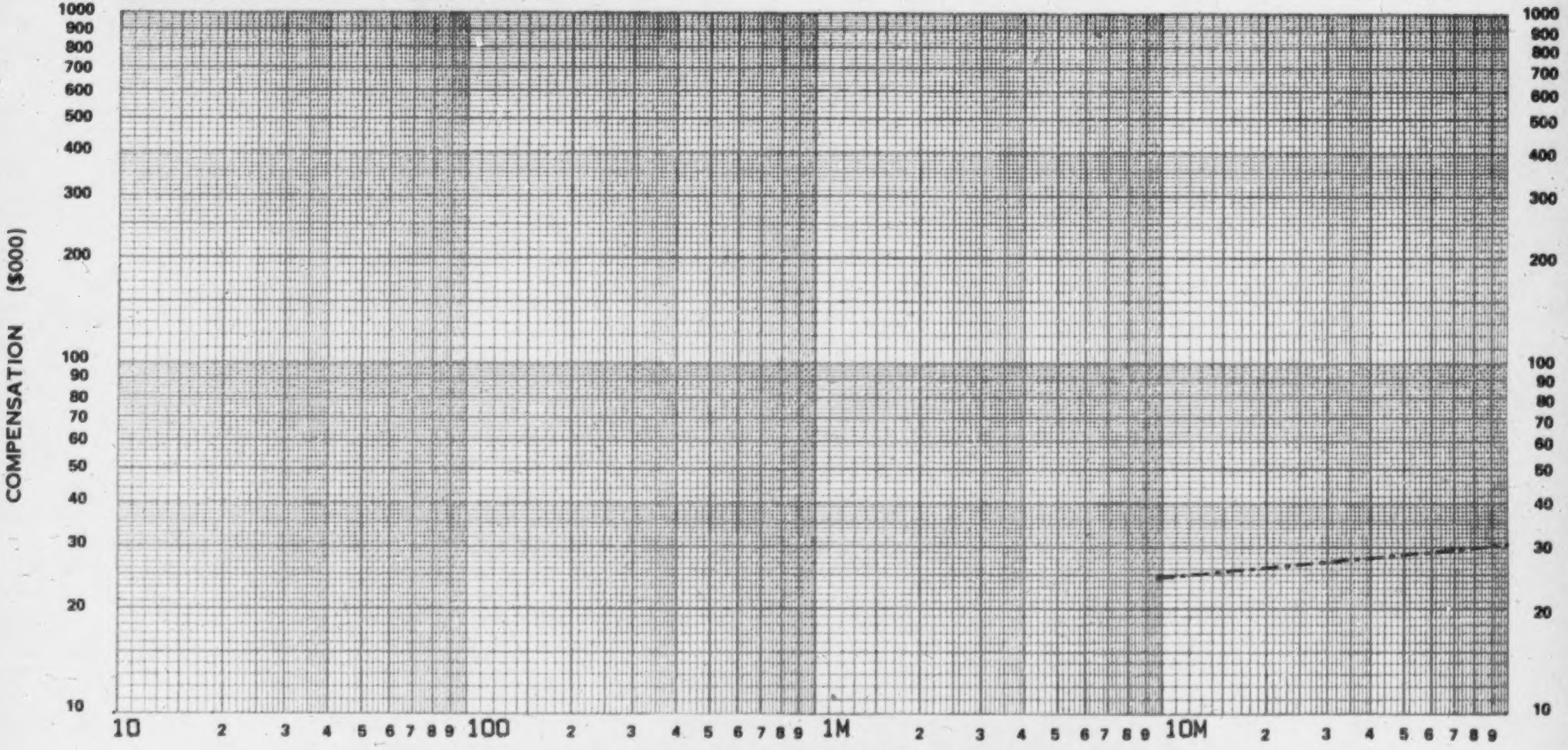
SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$14.9 AND BELOW	$ 35.4	$ 0.0	$ 35.4										
				$ 30.3									
				29.6	$ 29.1	$ 31.7	$ 33.3	5.0	2.0	45.0	10.0	240	C
				28.2				5.0	1.0	42.0	20.0	E	E
				26.7				5.0	1.0	40.0	13.0	E	E
				26.0				5.0	2.0	50.0	26.0	103	D
				24.2	18.5	23.9	29.4	5.0		45.0		E	E
	20.0	4.0	24.0		20.0	23.0	25.0	5.5		45.0	18.0	1.5	1.5
				16.4				5.0		40.0	4.0	B	B
	15.7	0.0	15.7					5.0		40.0	13.0	B	B
NO. IN POS: 76													
$ 10.5 WT'D AVG:	$ 29.1	$ 0.2	$ 29.3	$ 24.3									

LEGEND

Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———		
Bonus Co's Total Comp ------		
Nonbonus Co's Salary –.–.–.	0.13	1.16

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



AVG WKLY MEAT SALES

SURVEY POSITION #48 - MEAT DEPARTMENT MANAGER

NON-UNION

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 49 - WAREHOUSE MANAGER
(W/TRANSPORTATION)

Responsible for the efficient, economical, and safe operation of a company's or division's warehouse facility. Directs the inventory, sanitation, and maintenance functions at the warehouse. Has responsibility for all transportation activities.

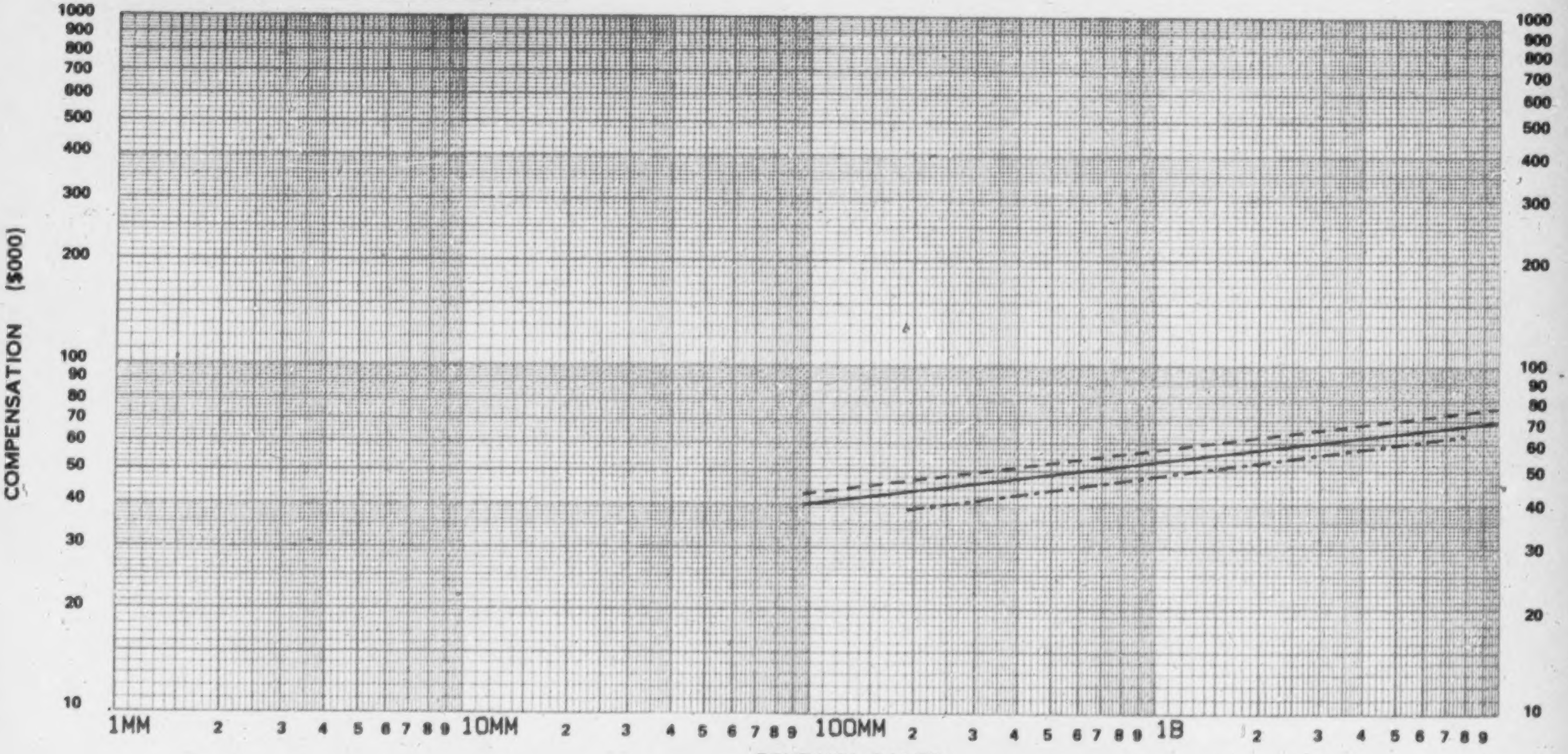
SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$1500.0	DIV. V.P./MGR.	$ 80.5	$ 12.0	$ 92.5		$ 55.9	$ 69.9	$ 83.9
AND ABOVE	ASST. V.P./DIR	66.9	0.0	66.9		42.2	56.5	70.7
	ASST. V.P./DIR	66.7	0.0	66.7		42.2	56.5	70.7
	ASST. V.P./DIR	66.6	0.0	66.6		42.2	56.5	70.7
	ASST. V.P./DIR	66.4	0.0	66.4		42.2	56.5	70.7
	ASST. V.P./DIR				$ 66.0	56.0	63.0	70.0
	DIV. V.P./MGR.	64.8	7.1	71.9		52.6	65.8	79.0
	ASST. V.P./DIR	61.6	0.0	61.6		42.2	56.5	70.7
	DIV. V.P./MGR.	61.0	7.5	68.5		49.3	61.6	73.9
	DIV. V.P./MGR.	60.4	8.0	68.4		46.1	47.5	48.9
	DIV. V.P./MGR.	59.6	5.9	65.5		50.0	62.5	75.0
	VICE PRESIDENT	54.9	9.3	64.2		43.0	51.7	62.0
	MANAGER				53.3	41.0	54.7	68.4
	DIV. V.P./MGR.	52.0	7.3	59.3				
	VICE PRESIDENT	46.3	7.7	54.0		38.5	46.2	55.4
	VICE PRESIDENT	44.2	4.4	48.6				
	NO IN POSITION: 50							
$ 6064.5	WEIGHTED GROUP AVG:	$ 59.2	$ 6.1	$ 65.3	$ 54.1			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 49 - WAREHOUSE MANAGER (W/TRANSPORTATION)

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$1499.9	EXEC. V.P.				$ 73.0	$ 55.0	$ 69.4	$ 83.2
TO	ASST. V.P./DIR	$ 51.2	$ 6.9	$ 58.1		43.9	54.9	65.9
$500.0		48.9	0.0	48.9		38.7	49.1	59.6
	ASST. V.P./DIR	48.6	3.6	52.2				
	VICE PRESIDENT				46.3	40.8	47.1	53.3
	VICE PRESIDENT	44.5	4.0	48.5		34.0	53.4	61.5
	DIV. V.P./MGR.	39.5	0.0	39.5		30.8	41.0	51.3
	ASST. V.P./DIR				27.8	22.4	28.0	33.6
	NO IN POSITION: 10							
$ 835.2	WEIGHTED GROUP AVG:	$ 44.5	$ 2.1	$ 46.6	$ 49.0			
$499.9		$ 61.8	$ 0.0	$ 61.8				
AND BELOW	EXEC. V.P.	57.5	7.8	65.3				
	VICE PRESIDENT	46.8	4.0	50.8		$ 44.0	$ 46.0	$ 52.0
	SENIOR V.P.				$ 46.4			
	VICE PRESIDENT	45.0	22.0	67.0				
	EXEC. V.P.	44.6	2.0	46.6				
	DIV. V.P./MGR.				43.0			
	VICE PRESIDENT				42.0			
	CEO/PRESIDENT	41.6	0.0	41.6				
	EXEC. V.P.	39.0	2.0	41.0				
	BOARD OF DIR.				38.0	36.5	38.0	40.0
		35.0	6.0	41.0		33.3	41.5	49.9
	GROUP EXEC.	26.0	0.0	26.0				
	NO IN POSITION: 18							
$ 318.4	WEIGHTED GROUP AVG:	$ 45.3	$ 3.2	$ 48.5	$ 42.3			
	NO IN POSITION: 78							
$ 4068.0	POSITION AVERAGE:	$ 53.9	$ 4.9	$ 58.8	$ 51.3			

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.51	1.16
Bonus Co's Total Comp	------	0.53	1.16
Nonbonus Co's Salary	-.-.-.	0.22	1.31



SURVEY POSITION #49 - WAREHOUSE MANAGER
(W/TRANSPORTATION)

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 49 - WAREHOUSE MANAGER (W/TRANSPORTATION)

Responsible for the efficient, economical, and safe operation of a company's or division's warehouse facility. Directs the inventory, sanitation, and maintenance functions at the warehouse. Has responsibility for all transportation activities.

SCOPE SQUARE FOOTAGE (THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
550.0	DIV. V.P./MGR.	$ 80.5	$ 12.0	$ 92.5		$ 55.9	$ 69.9	$ 83.9
AND ABOVE	EXEC. V.P.				$ 73.0	55.0	69.4	83.2
	ASST. V.P./DIR	66.9	0.0	66.9		42.2	56.5	70.7
	ASST. V.P./DIR				66.0	56.0	63.0	70.0
	DIV. V.P./MGR.	64.8	7.1	71.9		52.6	65.8	79.0
	DIV. V.P./MGR.	61.0	7.5	68.5		49.3	61.6	73.9
	DIV. V.P./MGR.	60.4	8.0	68.4		46.1	47.5	48.9
	ASST. V.P./DIR	51.2	6.9	58.1		43.9	54.9	65.9
		48.9	0.0	48.9		38.7	49.1	59.6
	VICE PRESIDENT	44.2	4.4	48.6				
	DIV. V.P./MGR.				43.0			
	NO IN POSITION: 22							
695.8	WEIGHTED GROUP AVG:	$ 59.1	$ 6.5	$ 65.6	$ 60.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 49 - WAREHOUSE MANAGER (W/TRANSPORTATION)

SCOPE SQUARE FOOTAGE (THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
549.9	ASST. V.P./DIR	$ 66.7	$ 0.0	$ 66.7		$ 42.2	$ 56.5	$ 70.7
TO	ASST. V.P./DIR	66.4	0.0	66.4		42.2	56.5	70.7
300.0	DIV. V.P./MGR.	59.6	5.9	65.5		50.0	62.5	75.0
	VICE PRESIDENT	54.9	9.3	64.2		43.0	51.7	62.0
	DIV. V.P./MGR.	52.0	7.3	59.3				
	SENIOR V.P.				$ 46.4			
	VICE PRESIDENT	46.3	7.7	54.0		38.5	46.2	55.4
	VICE PRESIDENT				42.0			
	DIV. V.P./MGR.	39.5	0.0	39.5		30.8	41.0	51.3
	NO IN POSITION:	21						
461.5	WEIGHTED GROUP AVG:	$ 54.6	$ 5.2	$ 59.8	$ 44.2			
299.9	ASST. V.P./DIR	$ 66.6	$ 0.0	$ 66.6		$ 42.2	$ 56.5	$ 70.7
TO	ASST. V.P./DIR	48.6	3.6	52.2				
200.0	VICE PRESIDENT	46.8	4.0	50.8		44.0	46.0	52.0
	CEO/PRESIDENT	41.6	0.0	41.6				
	NO IN POSITION:	4						
266.4	WEIGHTED GROUP AVG:	$ 50.9	$ 1.9	$ 52.8				
199.9		$ 61.8	$ 0.0	$ 61.8				
AND BELOW	ASST. V.P./DIR	61.6	0.0	61.6		$ 42.2	$ 56.5	$ 70.7
	VICE PRESIDENT	45.0	22.0	67.0				
	EXEC. V.P.	44.6	2.0	46.6				
	VICE PRESIDENT	44.5	4.0	48.5		34.0	53.4	61.5
	EXEC. V.P.	39.0	2.0	41.0				
	ASST. V.P./DIR				$ 27.8	22.4	28.0	33.6
	NO IN POSITION:	10						
96.2	WEIGHTED GROUP AVG:	$ 53.5	$ 3.4	$ 56.9	$ 27.8			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 49 - WAREHOUSE MANAGER (W/TRANSPORTATION)

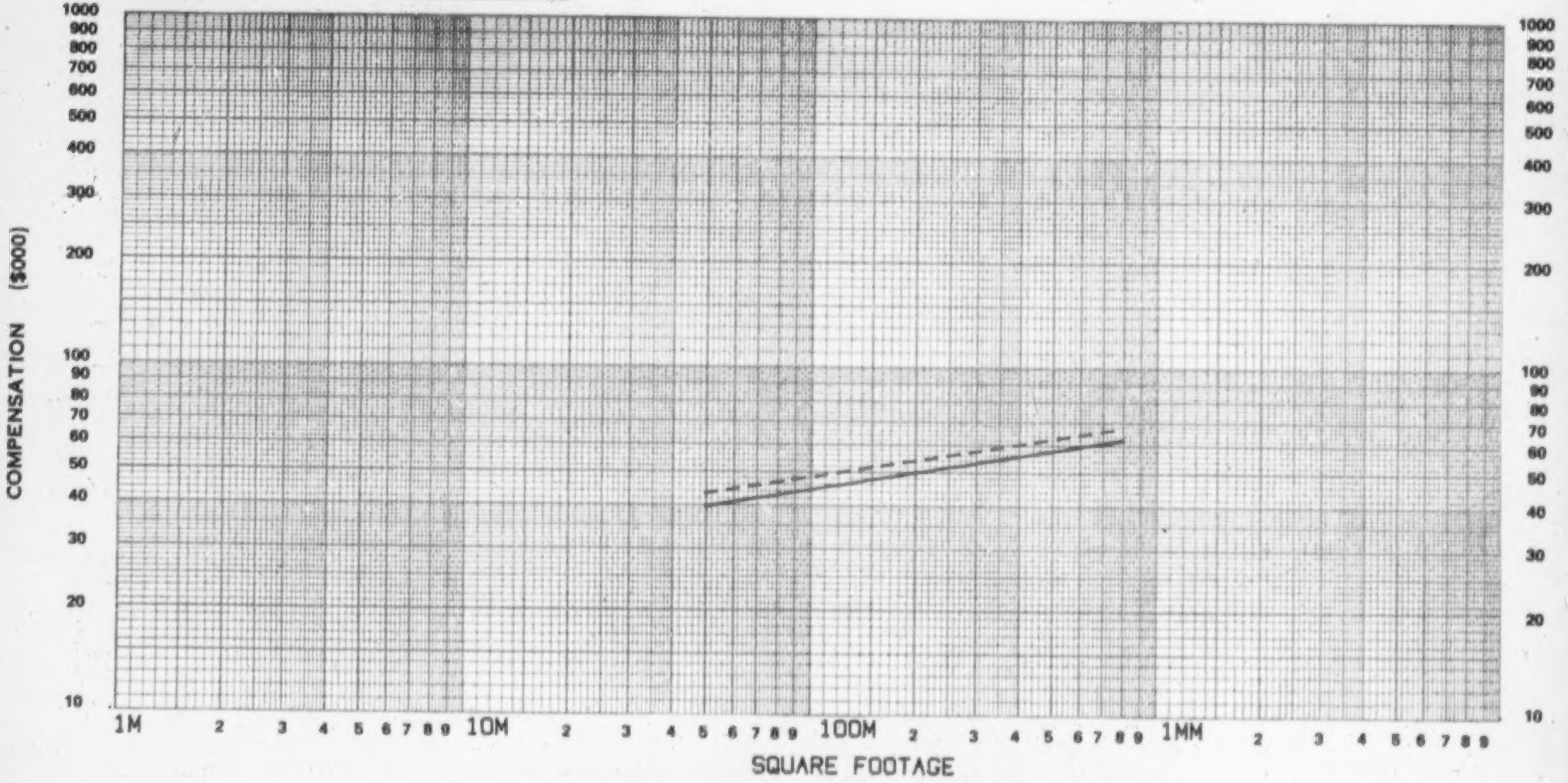
SCOPE SQUARE FOOTAGE (THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
NO SCOPE REPORTED	EXEC. V.P.	$ 57.5	$ 7.8	$ 65.3				
	MANAGER				$ 53.3	$ 41.0	$ 54.7	$ 68.4
	VICE PRESIDENT				46.3	40.8	47.1	53.3
	BOARD OF DIR.				38.0	36.5	38.0	40.0
		35.0	6.0	41.0		33.3	41.5	49.9
	GROUP EXEC.	26.0	0.0	26.0				
	NO IN POSITION: 21							
	WEIGHTED GROUP AVG:	$ 34.1	$ 2.8	$ 36.9	$ 51.9			
	NO IN POSITION: 78							
474.2	POSITION AVERAGE:	$ 53.9	$ 4.9	$ 58.8	$ 51.3			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.32	1.18
Bonus Co's Total Comp	------	0.28	1.20
Nonbonus Co's Salary	-.-.-.		



SURVEY POSITION #49 - WAREHOUSE MANAGER (W/TRANSPORTATION)

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 50 - WAREHOUSE MANAGER (WITHOUT TRANS.)

Responsibility for the efficient, economical, and safe operation of a company's or division's warehouse facility. Directs the inventory, sanitation, and maintenance functions at the warehouse.

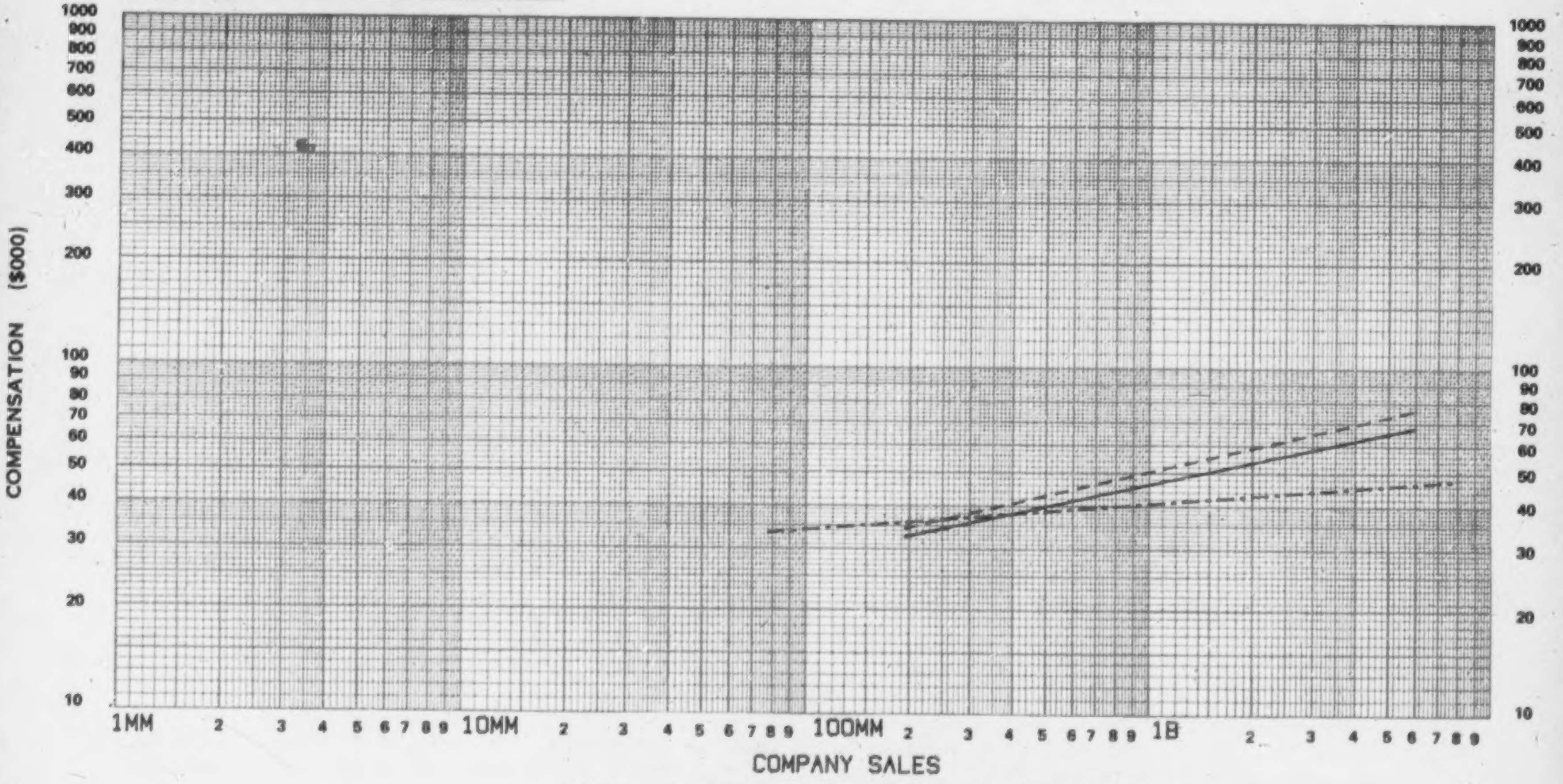
SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$1000.0	VICE PRESIDENT	$ 80.4	$ 12.0	$ 92.4		$ 61.1	$ 76.4	$ 91.7
AND ABOVE	VICE PRESIDENT	71.1	7.5	78.6		48.9	61.1	73.3
	ASST. V.P./DIR				$ 62.5	56.0	63.0	70.0
	EXEC. V.P.				56.1			
	DIV. V.P./MGR.	51.4	16.7	68.1		45.3	46.1	47.2
	SENIOR V.P.	49.0	1.0	50.0		34.0	53.4	61.5
	GROUP EXEC.				47.2	36.1	45.4	54.8
	MANAGER				46.1	34.0	43.4	52.8
	VICE PRESIDENT				45.9	40.8	47.1	53.3
	VICE PRESIDENT				45.7	37.2	45.7	54.3
	VICE PRESIDENT				45.2			
	ASST. V.P./DIR				44.7			
	SENIOR V.P.				43.4	35.3	44.1	53.0
	VICE PRESIDENT	43.1	1.0	44.1				
	VICE PRESIDENT				42.9			
	VICE PRESIDENT				42.7			
	MANAGER				42.6	31.6	42.1	52.6
	DIV. V.P./MGR.	41.7	0.0	41.7				
	DIV. V.P./MGR.				40.0	37.6	46.0	54.5
	DIV. V.P./MGR.				38.8	29.9	35.9	41.8
	DIV. V.P./MGR.				38.3	29.9	35.9	41.8
	VICE PRESIDENT	37.7	1.0	38.7				
	DIV. V.P./MGR.				35.3	29.9	35.9	41.8
	VICE PRESIDENT				35.1			
	DIV. V.P./MGR.				35.0	29.9	35.9	41.8
	VICE PRESIDENT	34.0	0.3	34.3		26.9	35.0	40.3
	DIV. V.P./MGR.				34.0	29.9	35.9	41.8
	DIV. V.P./MGR.				32.3	29.9	35.9	41.8
	DIV. V.P./MGR.				32.0	29.9	35.9	41.8
	DIV. V.P./MGR.				31.0			
	VICE PRESIDENT	29.3	0.4	29.7		23.4	28.6	33.0
	NO IN POSITION:	51						
$ 2846.5	WEIGHTED GROUP AVG:	$ 53.2	$ 6.2	$ 59.4	$ 42.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 50 - WAREHOUSE MANAGER (WITHOUT TRANS.)

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$999.9 AND BELOW	VICE PRESIDENT	$ 61.0	$ 9.4	$ 70.4		$ 50.4	$ 67.2	$ 84.0
	MANAGER				$ 59.8			
		59.2	0.0	59.2		45.5	56.9	68.3
	EXEC. V.P.	55.1	7.8	62.9				
	VICE PRESIDENT	54.2	3.7	57.9		44.9	56.1	67.3
	VICE PRESIDENT				50.5	39.2	48.2	56.9
	VICE PRESIDENT	50.5	8.5	59.0		40.0	46.0	52.0
	VICE PRESIDENT	50.0	8.7	58.7		40.0	46.0	52.0
	ASST. V.P./DIR				45.9	34.9	43.6	52.3
	ASST. V.P./DIR	44.5	0.0	44.5		36.8	46.5	56.3
	VICE PRESIDENT				44.0	35.8	43.7	51.9
	ASST. V.P./DIR	41.8	0.0	41.8		34.9	44.0	53.0
	ASST. V.P./DIR	40.6	0.0	40.6		34.9	44.0	53.0
	ASST. V.P./DIR	40.0	0.0	40.0		33.0	41.4	49.8
	ASST. V.P./DIR				39.9	31.1	38.8	46.6
	MANAGER				39.5	25.3	33.7	42.1
	ASST. V.P./DIR	39.4	3.0	42.4				
	GROUP EXEC.				37.4			
	VICE PRESIDENT	37.3	3.1	40.4		32.1	35.7	39.6
	EXEC. V.P.				36.0			
	MANAGER	34.2	20.0	54.2				
	VICE PRESIDENT	34.0	3.0	37.0		30.0	40.0	48.0
					31.5			
	GROUP EXEC.				29.1			
	MANAGER				27.3			
	NO IN POSITION: 32							
$ 542.0	WEIGHTED GROUP AVG:	$ 44.8	$ 4.6	$ 49.4	$ 38.1			
	NO IN POSITION: 83							
$ 1958.0	POSITION AVERAGE:	$ 48.6	$ 5.3	$ 53.9	$ 41.5			

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.29	1.24
Bonus Co's Total Comp	------	0.26	1.29
Nonbonus Co's Salary	-.-.-.-	0.16	1.20



SURVEY POSITION #50 - WAREHOUSE MANAGER (WITHOUT TRANS.)

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 50 - WAREHOUSE MANAGER (WITHOUT TRANS.)

Responsibility for the efficient, economical, and safe operation of a company's or division's warehouse facility. Directs the inventory, sanitation, and maintenance functions at the warehouse.

SCOPE SQUARE FOOTAGE (THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
475.0 AND ABOVE	VICE PRESIDENT	$ 61.0	$ 9.4	$ 70.4		$ 50.4	$ 67.2	$ 84.0
	EXEC. V.P.	55.1	7.8	62.9				
	VICE PRESIDENT	54.2	3.7	57.9		44.9	56.1	67.3
	VICE PRESIDENT				$ 50.5	39.2	48.2	56.9
	GROUP EXEC.				47.2	36.1	45.4	54.8
	ASST. V.P./DIR				45.9	34.9	43.6	52.3
	VICE PRESIDENT	43.1	1.0	44.1				
	DIV. V.P./MGR.	41.7	0.0	41.7				
	MANAGER	34.2	20.0	54.2				
	NO IN POSITION:	10						
668.7	WEIGHTED GROUP AVG:	$ 47.3	$ 6.0	$ 53.3	$ 47.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 50 - WAREHOUSE MANAGER (WITHOUT TRANS.)

SCOPE SQUARE FOOTAGE (THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
474.9	VICE PRESIDENT	$ 80.4	$ 12.0	$ 92.4		$ 61.1	$ 76.4	$ 91.7
TO	MANAGER				$ 59.8			
200.0	DIV. V.P./MGR.	51.4	16.7	68.1		45.3	46.1	47.2
	VICE PRESIDENT	50.5	8.5	59.0		40.0	46.0	52.0
	MANAGER				46.1	34.0	43.4	52.8
	VICE PRESIDENT				45.7	37.2	45.7	54.3
	VICE PRESIDENT				45.2			
	ASST. V.P./DIR				44.7			
	ASST. V.P./DIR	44.5	0.0	44.5		36.8	46.5	56.3
	VICE PRESIDENT				44.0	35.8	43.7	51.9
	VICE PRESIDENT				42.9			
	DIV. V.P./MGR.				40.0	37.6	46.0	54.5
	MANAGER				39.5	25.3	33.7	42.1
	DIV. V.P./MGR.				38.8	29.9	35.9	41.8
	DIV. V.P./MGR.				38.3	29.9	35.9	41.8
	DIV. V.P./MGR.				34.0	29.9	35.9	41.8
	VICE PRESIDENT	34.0	0.3	34.3		26.9	35.0	40.3
	NO IN POSITION:	27						
285.5	WEIGHTED GROUP AVG:	$ 59.1	$ 9.8	$ 68.9	$ 43.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 50 - WAREHOUSE MANAGER (WITHOUT TRANS.)

SCOPE SQUARE FOOTAGE (THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
199.9 AND BELOW	ASST. V.P./DIR				$ 62.5	$ 56.0	$ 63.0	$ 70.0
	VICE PRESIDENT	$ 50.0	$ 8.7	$ 58.7		40.0	46.0	52.0
	SENIOR V.P.	49.0	1.0	50.0		34.0	53.4	61.5
	VICE PRESIDENT				42.7			
	ASST. V.P./DIR	41.8	0.0	41.8		34.9	44.0	53.0
	ASST. V.P./DIR	40.6	0.0	40.6		34.9	44.0	53.0
	ASST. V.P./DIR	40.0	0.0	40.0		33.0	41.4	49.8
	ASST. V.P./DIR				39.9	31.1	38.8	46.6
	VICE PRESIDENT	37.7	1.0	38.7				
	GROUP EXEC.				37.4			
	EXEC. V.P.				36.0			
	DIV. V.P./MGR.				35.3	29.9	35.9	41.8
	VICE PRESIDENT				35.1			
	DIV. V.P./MGR.				35.0	29.9	35.9	41.8
	VICE PRESIDENT	34.0	3.0	37.0		30.0	40.0	48.0
	DIV. V.P./MGR.				32.3	29.9	35.9	41.8
	DIV. V.P./MGR.				32.0	29.9	35.9	41.8
	DIV. V.P./MGR.				31.0			
	VICE PRESIDENT	29.3	0.4	29.7		23.4	28.6	33.0
	GROUP EXEC.				29.1			
	NO IN POSITION:	25						
108.3	WEIGHTED GROUP AVG:	$ 40.3	$ 1.8	$ 42.1	$ 38.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 50 - WAREHOUSE MANAGER
(WITHOUT TRANS.)

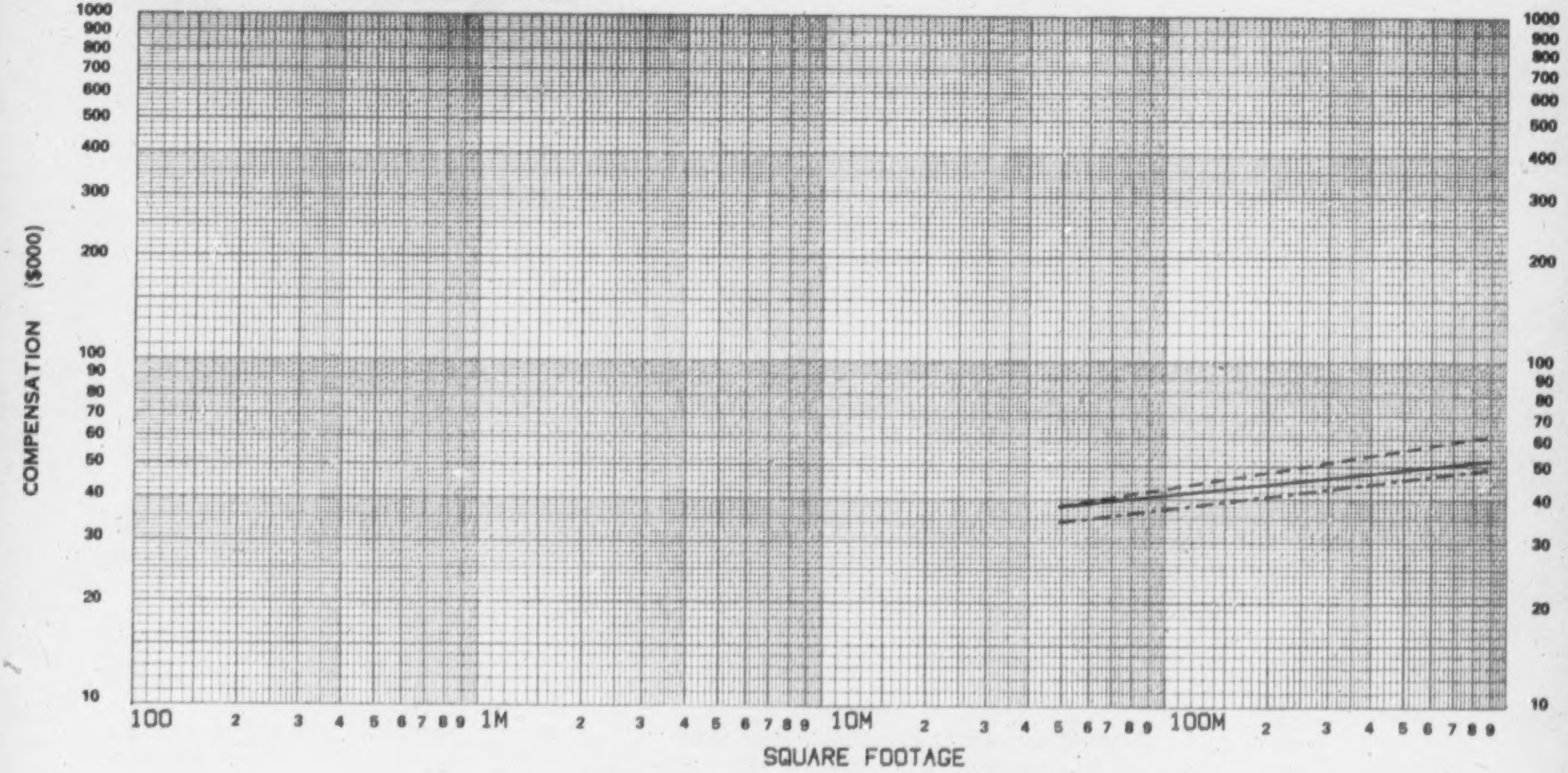
SCOPE SQUARE FOOTAGE (THOU)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
NO SCOPE REPORTED	VICE PRESIDENT	$ 71.1	$ 7.5	$ 78.6		$ 48.9	$ 61.1	$ 73.3
		59.2	0.0	59.2		45.5	56.9	68.3
	EXEC. V.P.				$ 56.1			
	VICE PRESIDENT				45.9	40.8	47.1	53.3
	SENIOR V.P.				43.4	35.3	44.1	53.0
	MANAGER				42.6	31.6	42.1	52.6
	ASST. V.P./DIR	39.4	3.0	42.4				
	VICE PRESIDENT	37.3	3.1	40.4		32.1	35.7	39.6
					31.5			
	MANAGER				27.3			
	NO IN POSITION: 21							
	WEIGHTED GROUP AVG:	$ 46.9	$ 3.3	$ 50.2	$ 41.5			
	NO IN POSITION: 83							
275.8	POSITION AVERAGE:	$ 48.6	$ 5.3	$ 53.9	$ 41.5			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.16	1.25
Bonus Co's Total Comp	------	0.25	1.29
Nonbonus Co's Salary	-.-.-.	0.22	1.18



SURVEY POSITION #50 - WAREHOUSE MANAGER
(WITHOUT TRANS.)

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 51 - TOP DRUG EXECUTIVE

Provides overall direction and control of the company's drug retail centers, including prescription and nonprescription pharmaceuticals. Develops basic objectives, policies and operating plans, including merchandising, product selection and procurement and personnel development. Responsible for the growth and profitability of the drug line.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$600.0 AND ABOVE	C.O.O.	$101.5	$ 29.0	$130.5		$ 80.0	$100.1	$120.1
	VICE PRESIDENT	65.0	9.7	74.7		37.8	49.1	60.4
	ASST. V.P./DIR				$ 53.7			
	GROUP EXEC.	53.6	5.0	58.6				
	ASST. V.P./DIR				53.0	41.6	51.1	60.4
	VICE PRESIDENT	44.4	4.9	49.3		41.3	45.0	49.6
	VICE PRESIDENT	42.6	8.4	51.0				
	NO IN POSITION:	7						
$ 1469.3	WEIGHTED GROUP AVG:	$ 61.4	$ 11.4	$ 72.8	$ 53.3			

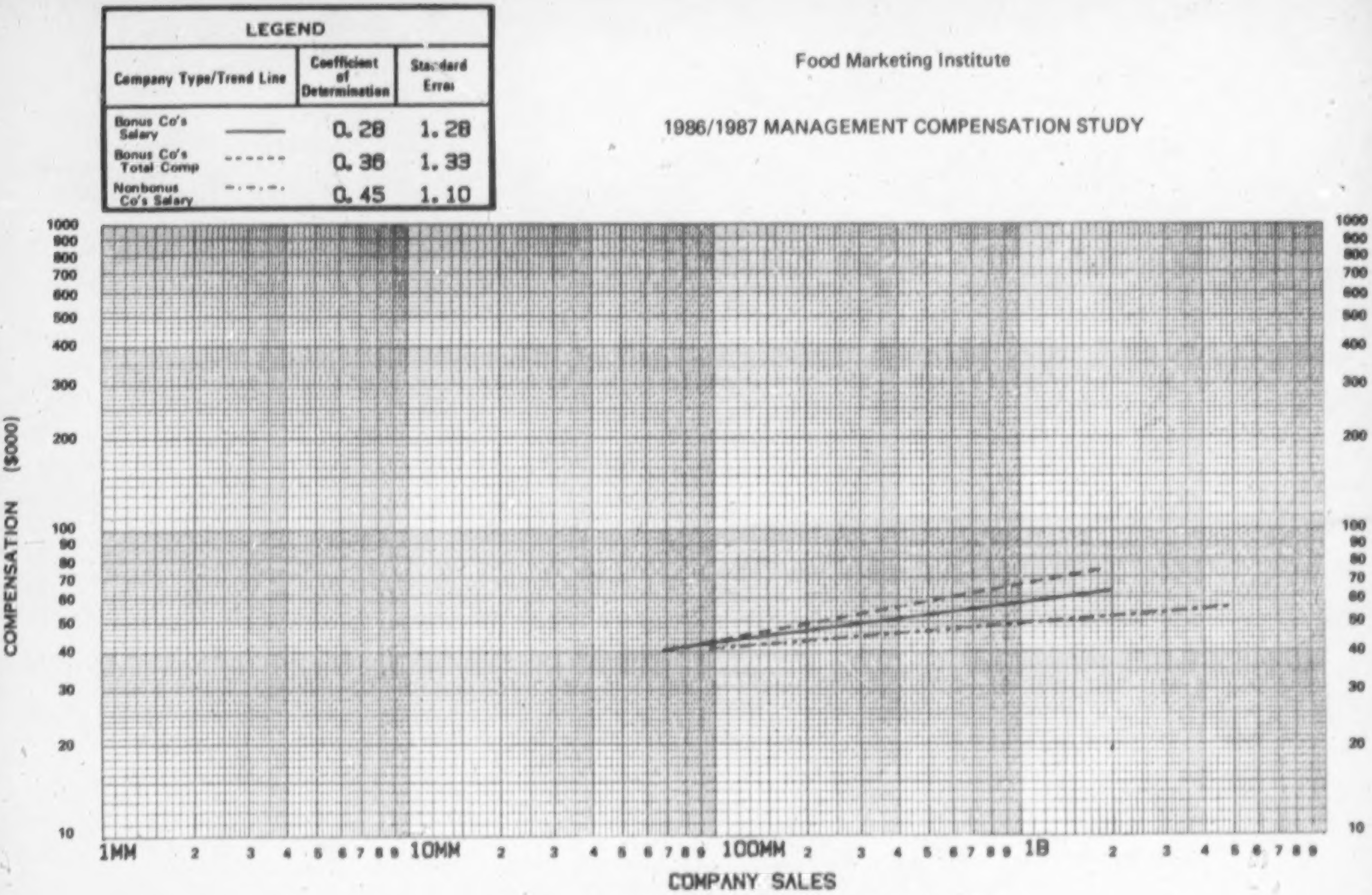
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 51 - TOP DRUG EXECUTIVE

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$599.9	GROUP EXEC.				$ 55.0			
AND BELOW	GROUP EXEC.	$ 53.4	$ 0.0	$ 53.4				
		50.3	2.7	53.0		$ 40.3	$ 50.4	$ 60.4
	EXEC. V.P.	46.3	2.1	48.4		43.2	46.8	51.5
	GROUP EXEC.				45.3			
					44.0	31.0	38.8	46.6
	EXEC. V.P.				43.5			
	SENIOR V.P.	43.2	0.0	43.2				
	CEO/PRESIDENT				41.6			
	C.O.O.				41.6			
	SENIOR V.P.	41.2	2.5	43.7				
	EXEC. V.P.	37.5	0.6	38.1				
	NO IN POSITION: 12							
$ 290.0	WEIGHTED GROUP AVG:	$ 45.3	$ 1.3	$ 46.6	$ 45.2			

	NO IN POSITION: 19				
$ 724.5	POSITION AVERAGE:	$ 52.6	$ 5.9	$ 58.5	$ 47.2

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #51 - TOP DRUG EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 51 - TOP DRUG EXECUTIVE

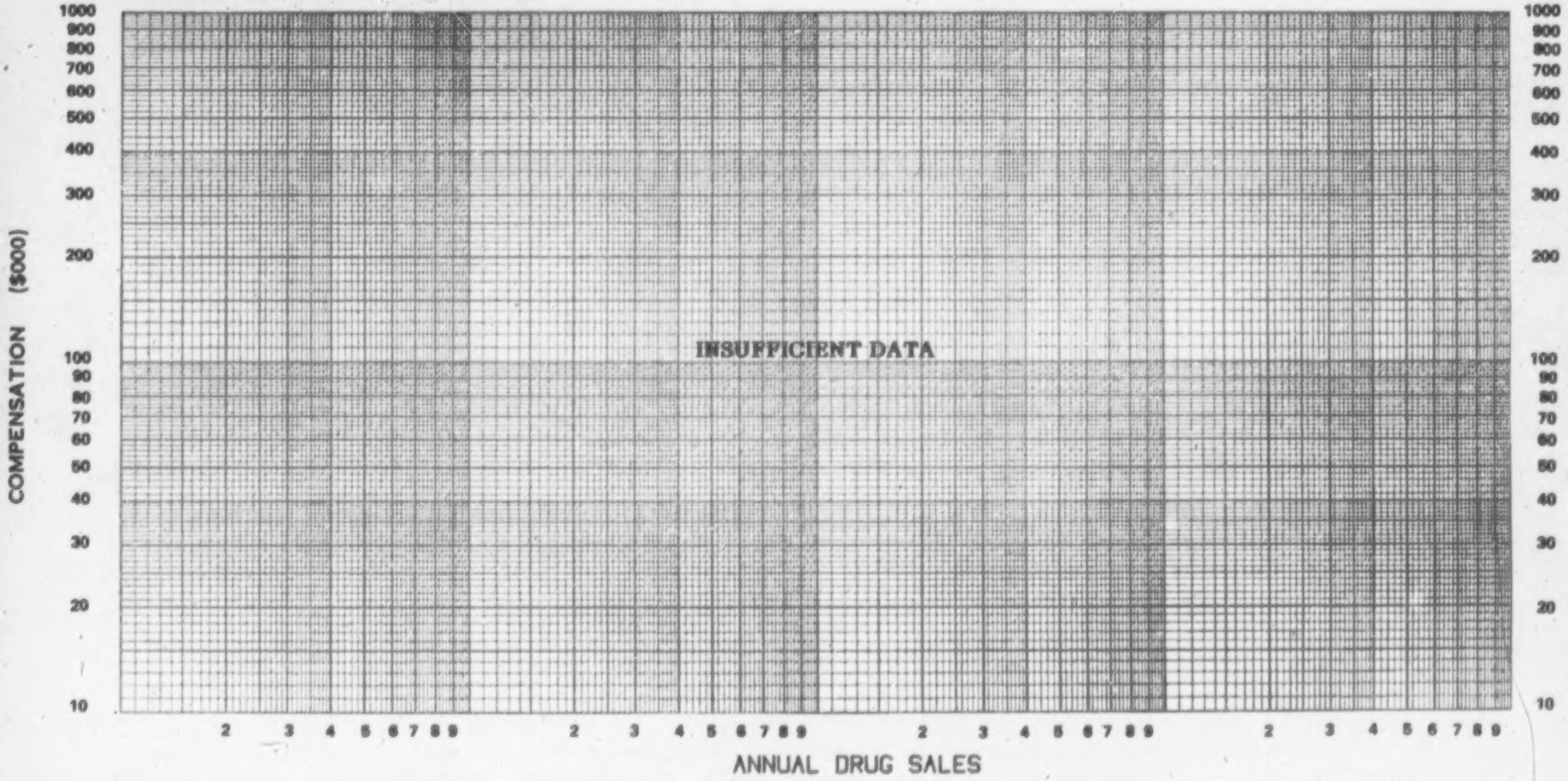
Provides overall direction and control of the company's drug retail centers, including prescription and nonprescription pharmaceuticals. Develops basic objectives, policies and operating plans, including merchandising, product selection and procurement and personnel development. Responsible for the growth and profitability of the drug line.

SCOPE ANNUAL DRUG SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$8.0	VICE PRESIDENT	$ 65.0	$ 9.7	$ 74.7		$ 37.8	$ 49.1	$ 60.4
AND ABOVE	GROUP EXEC.	53.6	5.0	58.6				
	ASST. V.P./DIR				$ 53.0	41.6	51.1	60.4
		50.3	2.7	53.0		40.3	50.4	60.4
	EXEC. V.P.	37.5	0.6	38.1				
	NO IN POSITION:	5						
$ 14.5	WEIGHTED GROUP AVG:	$ 51.6	$ 4.5	$ 56.1	$ 53.0			
$7.9	GROUP EXEC.				$ 55.0			
AND BELOW	GROUP EXEC.	$ 53.4	$ 0.0	$ 53.4				
	EXEC. V.P.	46.3	2.1	48.4		$ 43.2	$ 46.8	$ 51.5
					44.0	31.0	38.8	46.6
	EXEC. V.P.				43.5			
	SENIOR V.P.	43.2	0.0	43.2				
	C.O.O.				41.6			
	SENIOR V.P.	41.2	2.5	43.7				
	NO IN POSITION:	8						
$ 3.7	WEIGHTED GROUP AVG:	$ 46.0	$ 1.2	$ 47.2	$ 46.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 51 - TOP DRUG EXECUTIVE

SCOPE ANNUAL DRUG SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
NO SCOPE REPORTED	C.O.O.	$101.5	$ 29.0	$130.5		$ 80.0	$100.1	$120.1
	ASST. V.P./DIR				$ 53.7			
	GROUP EXEC.				45.3			
	VICE PRESIDENT	44.4	4.9	49.3		41.3	45.0	49.6
	VICE PRESIDENT	42.6	8.4	51.0				
	CEO/PRESIDENT				41.6			
	NO IN POSITION:	6						
	WEIGHTED GROUP AVG:	$ 62.8	$ 14.1	$ 76.9	$ 46.9			
	NO IN POSITION:	19						
$ 7.9	POSITION AVERAGE:	$ 52.6	$ 5.9	$ 58.5	$ 47.2			

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———		
Bonus Co's Total Comp - - - - - -		
Nonbonus Co's Salary –.–.–.		



SURVEY POSITION #51 - TOP DRUG EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 52 - TOP DRUG MERCHANDISING EXECUTIVE

Plans and directs the company's merchandising, buying, pricing, product selection, promotion, and advertising programs for prescription and over-the-counter drugs in accordance with the firm's overall merchandising policies.

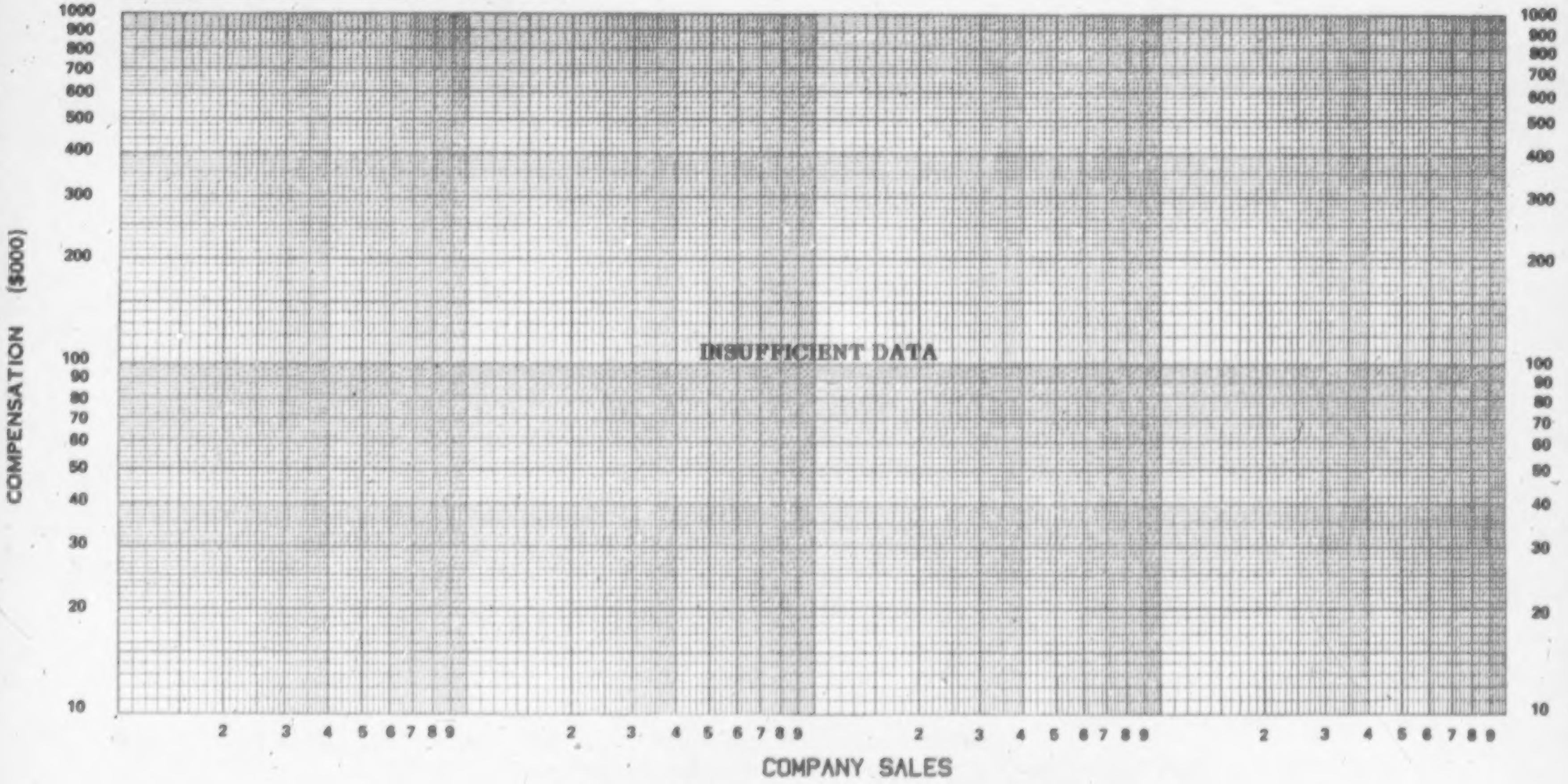
SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$3000.0 AND BELOW	SENIOR V.P.	$ 66.7	$ 48.3	$115.0		$ 53.8	$ 67.2	$ 80.7
		45.0	0.0	45.0		33.5	41.6	49.6
	VICE PRESIDENT				$ 43.7			
	MANAGER				41.3	30.1	38.4	46.7
	VICE PRESIDENT	40.0	1.6	41.6		39.6	52.7	65.9
	EXEC. V.P.	38.6	1.5	40.1				
	BOARD OF DIR.				29.5	28.5	30.0	32.5
	NO IN POSITION: 7							
$ 1242.5	WEIGHTED GROUP AVG:	$ 47.6	$ 12.8	$ 60.4	$ 38.2			
	NO IN POSITION: 7							
$ 1242.5	POSITION AVERAGE:	$ 47.6	$ 12.8	$ 60.4	$ 38.2			

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———		
Bonus Co's Total Comp	- - - - - -		
Nonbonus Co's Salary	–.–.–.		

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #52 - TOP DRUG MERCHANDISING EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 53 - PHARMACY MANAGER

Responsible for the management and operation of the store's pharmacy department, including prescriptions, inventory control, customer and employee relations, compliance with regulatory agencies and company policies. Must be a registered pharmacist. May be considered to be the assistant store manager.

SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$19.0 AND ABOVE	MANAGER				$ 41.6			
	MANAGER				41.2			
	MANAGER				41.2			
	MANAGER				40.9			
	MANAGER				40.5			
	MANAGER				37.8			
	C.O.O.	$ 34.5	$ 1.0	$ 35.5		$ 31.0	$ 34.8	$ 39.0
	MANAGER	33.2	0.7	33.9				
		31.1	0.0	31.1		24.1	30.1	36.1
	MANAGER				30.2			
	MANAGER				29.1			
	NO IN POSITION: 51							
$ 28.1	WEIGHTED GROUP AVG:	$ 34.2	$ 0.9	$ 35.1	$ 39.1			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 53 - PHARMACY MANAGER

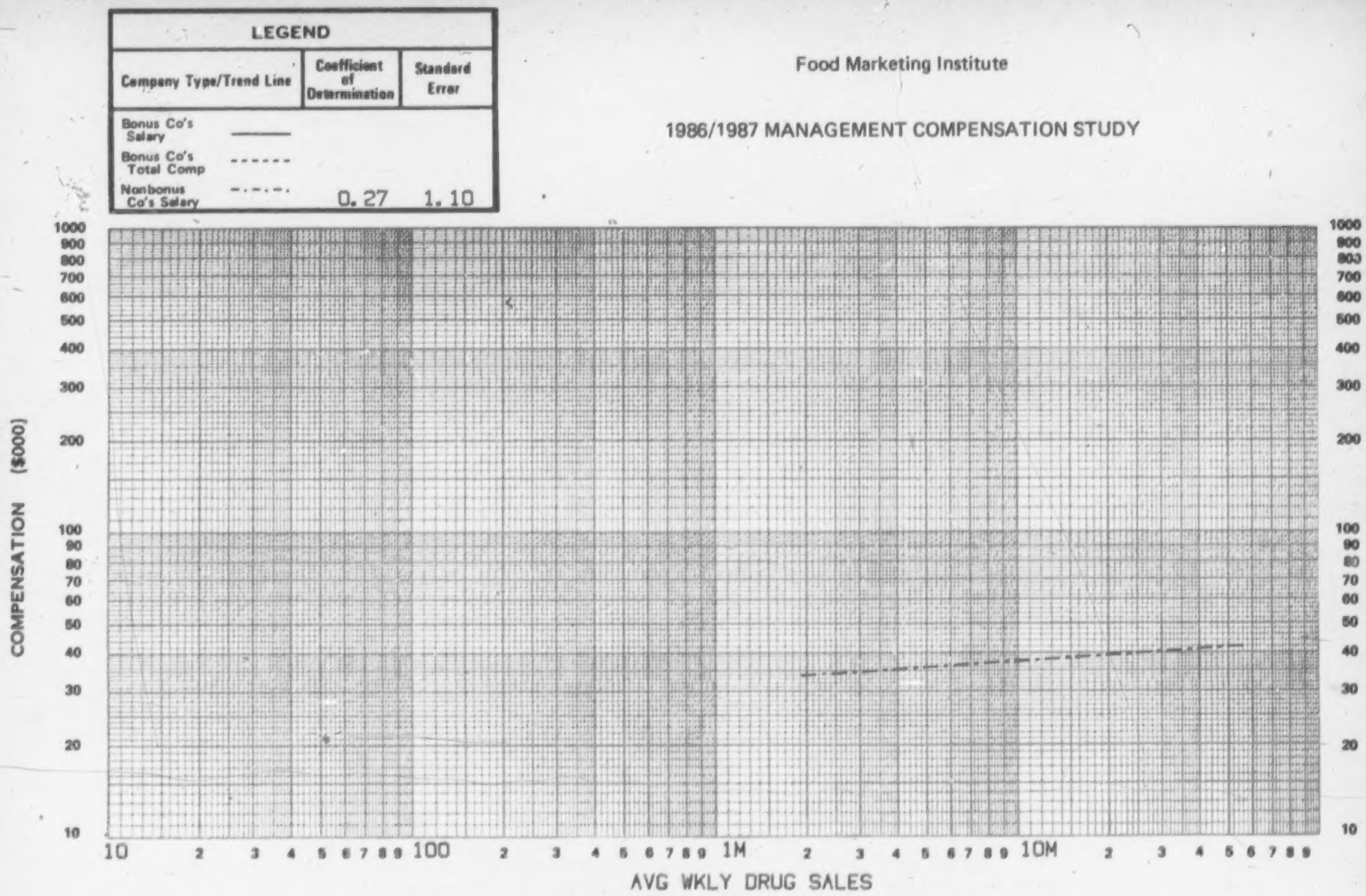
SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$18.9					$ 45.0			
TO	MANAGER				43.7	$ 32.5	$ 40.6	$ 44.5
$8.0	MANAGER	$ 42.1	$ 1.0	$ 43.1		41.0	43.0	44.0
	ASST. V.P./DIR				40.0			
	ASST. V.P./DIR				40.0			
	ASST. V.P./DIR				38.8	26.7	34.0	41.3
	MANAGER				38.2			
	MANAGER				37.1			
		35.5	0.0	35.5		24.1	30.1	36.1
	MANAGER				35.1			
	MANAGER	33.2	0.7	33.9				
	CEO/PRESIDENT	32.0	2.0	34.0		30.0	33.0	36.0
	MANAGER				29.5			
	NO IN POSITION: 105							
$ 11.4	WEIGHTED GROUP AVG:	$ 37.0	$ 0.9	$ 37.9	$ 39.0			
$7.9	MANAGER	$ 46.9	$ 3.3	$ 50.2				
AND BELOW	MANAGER				$ 37.6			
	MANAGER				37.0			
	ASST. V.P./DIR				36.4			
	MANAGER				36.0	$ 33.8	$ 37.5	$ 42.1
		35.5	0.0	35.5		33.0	35.0	36.5
		34.6	0.0	34.6		24.1	30.1	36.1
		34.5	0.0	34.5		24.1	30.1	36.1
	MANAGER				33.1	30.0	35.0	40.0
	DIV. V.P./MGR.	32.0	0.0	32.0				
	MANAGER				31.2			
	NO IN POSITION: 109							
$ 5.4	WEIGHTED GROUP AVG:	$ 36.5	$ 0.5	$ 37.0	$ 34.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 53 - PHARMACY MANAGER

SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
NO SCOPE REPORTED	DIST.MANAGER	$ 50.5	$ 16.0	$ 66.5				
	VICE PRESIDENT	41.8	0.0	41.8		$ 39.6	$ 52.7	$ 65.9
	MANAGER				$ 41.2			
	MANAGER				37.9			
	DIST.MANAGER	35.5	1.1	36.6		29.9	34.5	39.7
	MANAGER				34.2			
	MANAGER				33.8			
	MANAGER				33.3			
	MANAGER				33.2			
	MANAGER				33.0			
	MANAGER	32.9	2.0	34.9				
	MANAGER				31.2	28.1	31.2	34.3
	MANAGER	30.7	0.0	30.7				
	NO IN POSITION: 215							
	WEIGHTED GROUP AVG:	$ 45.6	$ 11.5	$ 57.1	$ 34.9			
	NO IN POSITION: 480							
$ 12.1	POSITION AVERAGE:	$ 42.3	$ 7.8	$ 50.1	$ 36.7			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #53 - PHARMACY MANAGER

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 54 - PHARMACIST

Responsible for the efficient, ethical and lawful compounding and dispensing of prescription pharmaceuticals. Advises customers on the use and storage of prescription and non-prescription drugs. Orders and maintains supply of drugs, chemicals, and other pharmaceutical stock.

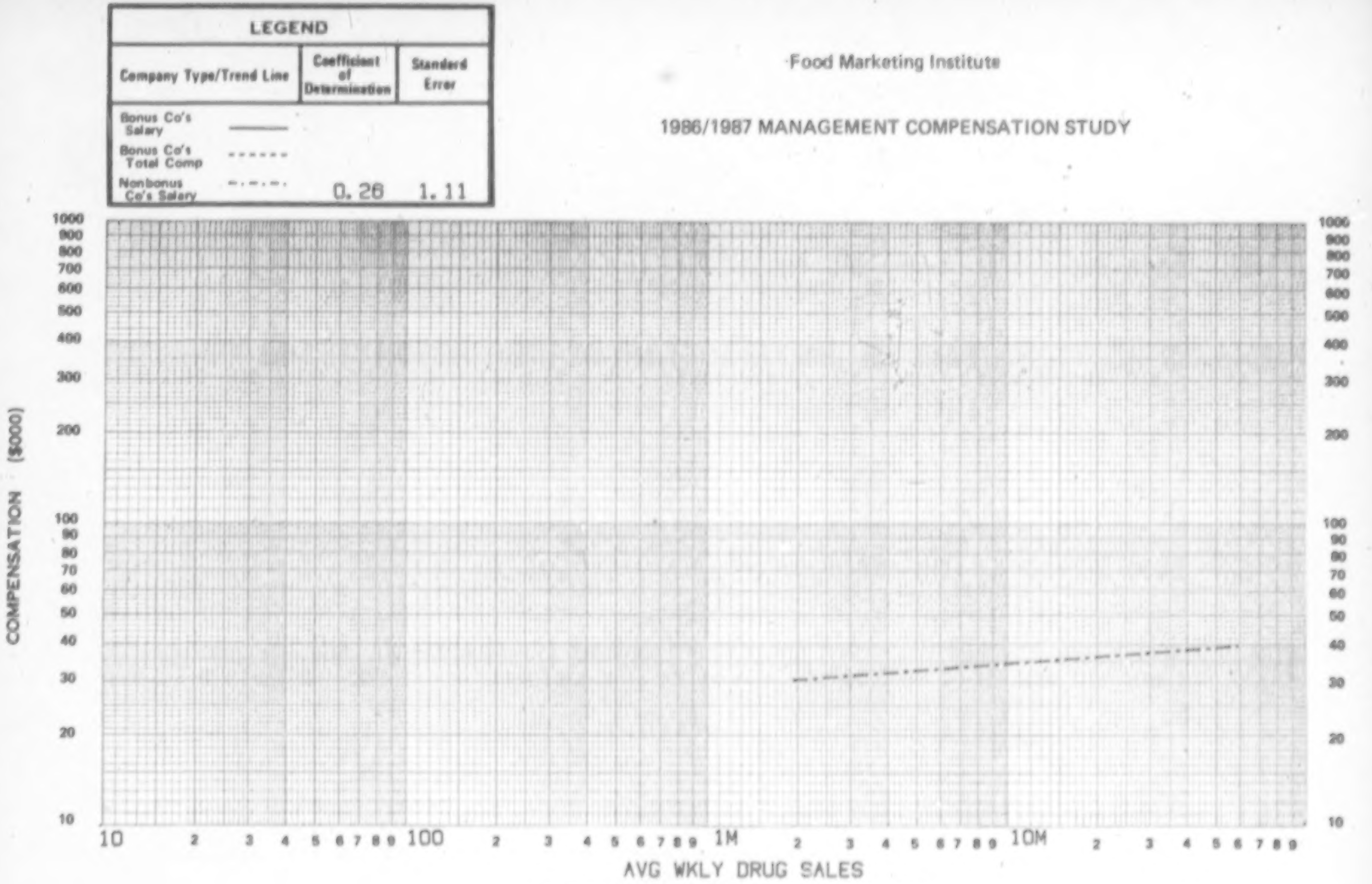
SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$19.0 AND ABOVE	MANAGER				$ 38.7			
	MANAGER				38.5			
	MANAGER				38.1			
	MANAGER				38.1			
	MANAGER				37.3			
	MANAGER				36.6			
	C.O.O.	$ 33.5	$ 0.4	$ 33.9		$ 25.0	$ 30.0	$ 35.0
					32.0	22.3	27.8	33.3
	NO IN POSITION: 48							
$ 31.1	WEIGHTED GROUP AVG:	$ 33.5	$ 0.4	$ 33.9	$ 37.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 54 - PHARMACIST

SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$18.9	MANAGER	$ 40.5	$ 1.0	$ 41.5		$ 40.5	$ 41.5	$ 42.5
TO	VICE PRESIDENT				$ 39.0			
$8.0	MANAGER				38.0			
	MANAGER				38.0			
	MANAGER				37.1			
	ASST. V.P./DIR				35.3	26.7	34.0	41.3
	MANAGER				35.0			
	MANAGER				34.2			
	MANAGER				32.9			
					32.0	22.3	27.8	33.3
	MANAGER	28.0	2.0	30.0		28.0	32.0	34.0
	NO IN POSITION: 99							
$ 10.7	WEIGHTED GROUP AVG:	$ 38.0	$ 1.2	$ 39.2	$ 35.6			
$7.9	MANAGER				$ 36.1			
AND BELOW	MANAGER				34.9			
	MANAGER				34.1			
	MANAGER				33.3			
	MANAGER				32.8	$ 30.5	$ 34.1	$ 38.3
					31.6	22.3	27.8	33.3
					31.3	22.3	27.8	33.3
	MANAGER				30.0			
	MANAGER				28.5			
	MANAGER				28.2	29.5	32.0	34.5
	MANAGER				24.0			
		$ 23.4	$ 0.0	$ 23.4		20.1	22.5	24.0
	NO IN POSITION: 91							
$ 5.0	WEIGHTED GROUP AVG:	$ 23.4	$ 0.0	$ 23.4	$ 32.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 54 - PHARMACIST

SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
NO SCOPE REPORTED	MANAGER	$ 45.1	$ 5.0	$ 50.1				
	MANAGER				$ 40.1			
	GROUP EXEC.				39.5			
	MANAGER				36.3			
	MANAGER				33.8			
	MANAGER				33.6			
	MANAGER				33.1			
	MANAGER				32.9			
	VICE PRESIDENT	31.2	1.8	33.0				
	MANAGER				30.7			
	VICE PRESIDENT	30.6	4.4	35.0				
	MANAGER				30.4			
	MANAGER				26.0	$ 25.0	$ 27.6	$ 30.2
	NO IN POSITION: 325							
	WEIGHTED GROUP AVG:	$ 38.7	$ 4.6	$ 43.3	$ 33.9			
	NO IN POSITION: 563							
$ 12.7	POSITION AVERAGE:	$ 38.2	$ 4.1	$ 42.3	$ 34.3			



SURVEY POSITION #54 - PHARMACIST

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 55 - TOP CONSUMER AFFAIRS EXECUTIVE

Directs the company's consumer affairs and customer relations function. Serves as a liaison between management and consumer and represents the interests and objectives of consumers with respect to company products, services and programs. Provides counsel to advertising and public relations programs. May direct consumer research activities. May coordinate company efforts to anticipate and satisfy governmental standards and regulations.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$8000.0	CEO/PRESIDENT				$ 72.4	$ 55.5	$ 69.4	$ 83.2
AND BELOW	EXEC. V.P.				70.0	68.0	81.0	98.0
	C.O.O.	$ 55.5	$ 3.4	$ 58.9				
	SENIOR V.P.	52.0	18.0	70.0		43.0	53.8	64.5
	EXEC. V.P.	50.5	2.8	53.3		40.4	53.9	67.4
	GROUP EXEC.	43.8	10.4	54.2		37.8	49.1	60.4
	CEO/PRESIDENT	40.0	1.3	41.3		31.4	39.3	47.2
	C.O.O.	38.5	9.6	48.1				
	EXEC. V.P.	37.9	3.0	40.9				
	NO IN POSITION:	9						
$ 1663.0	WEIGHTED GROUP AVG:	$ 45.5	$ 6.9	$ 52.4	$ 71.2			

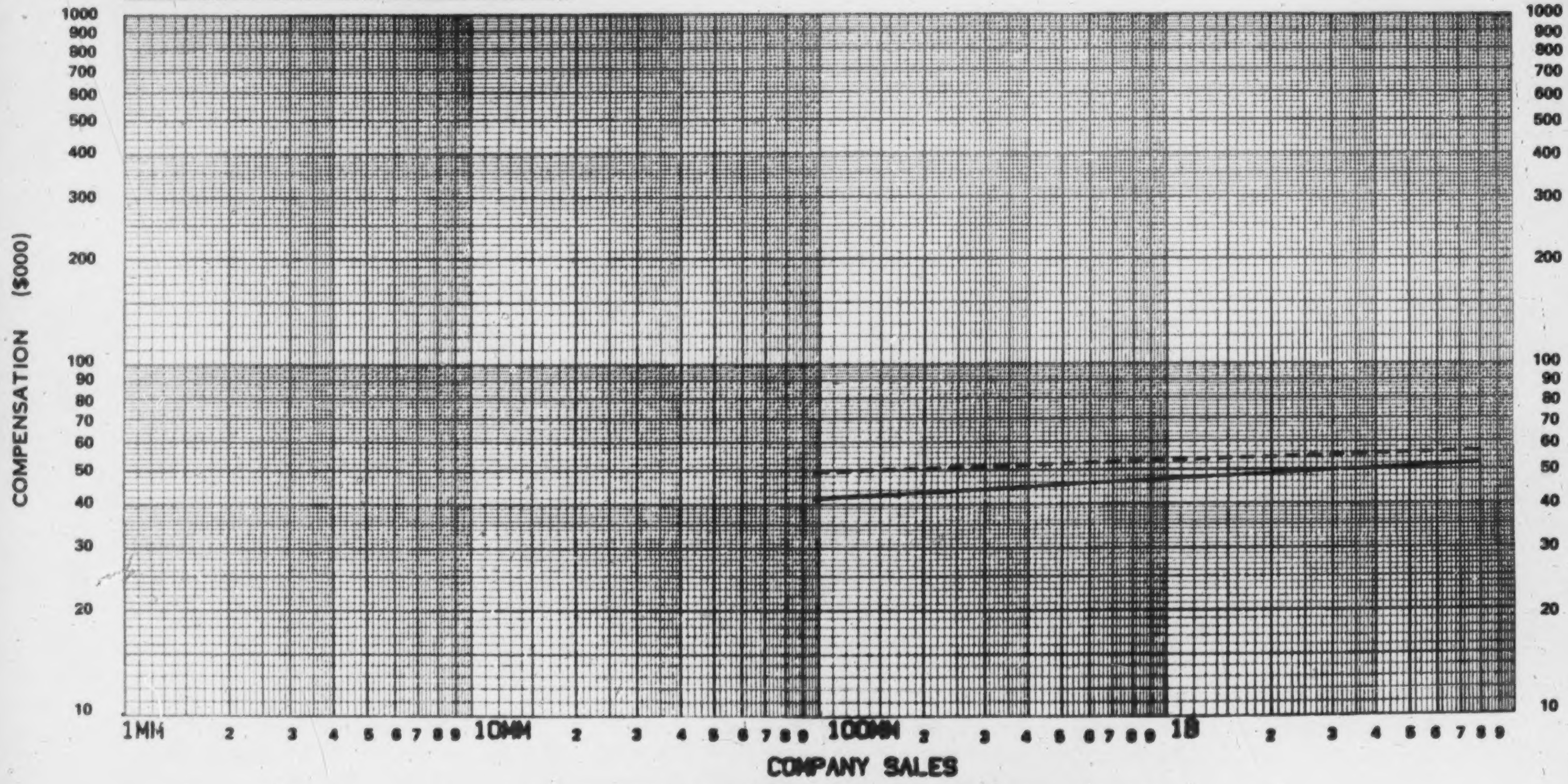
	NO IN POSITION:	9			
$ 1663.0	POSITION AVERAGE:	$ 45.5	$ 6.9	$ 52.4	$ 71.2

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.25	1.16
Bonus Co's Total Comp	------	0.05	1.23
Nonbonus Co's Salary	-.-.-.		

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



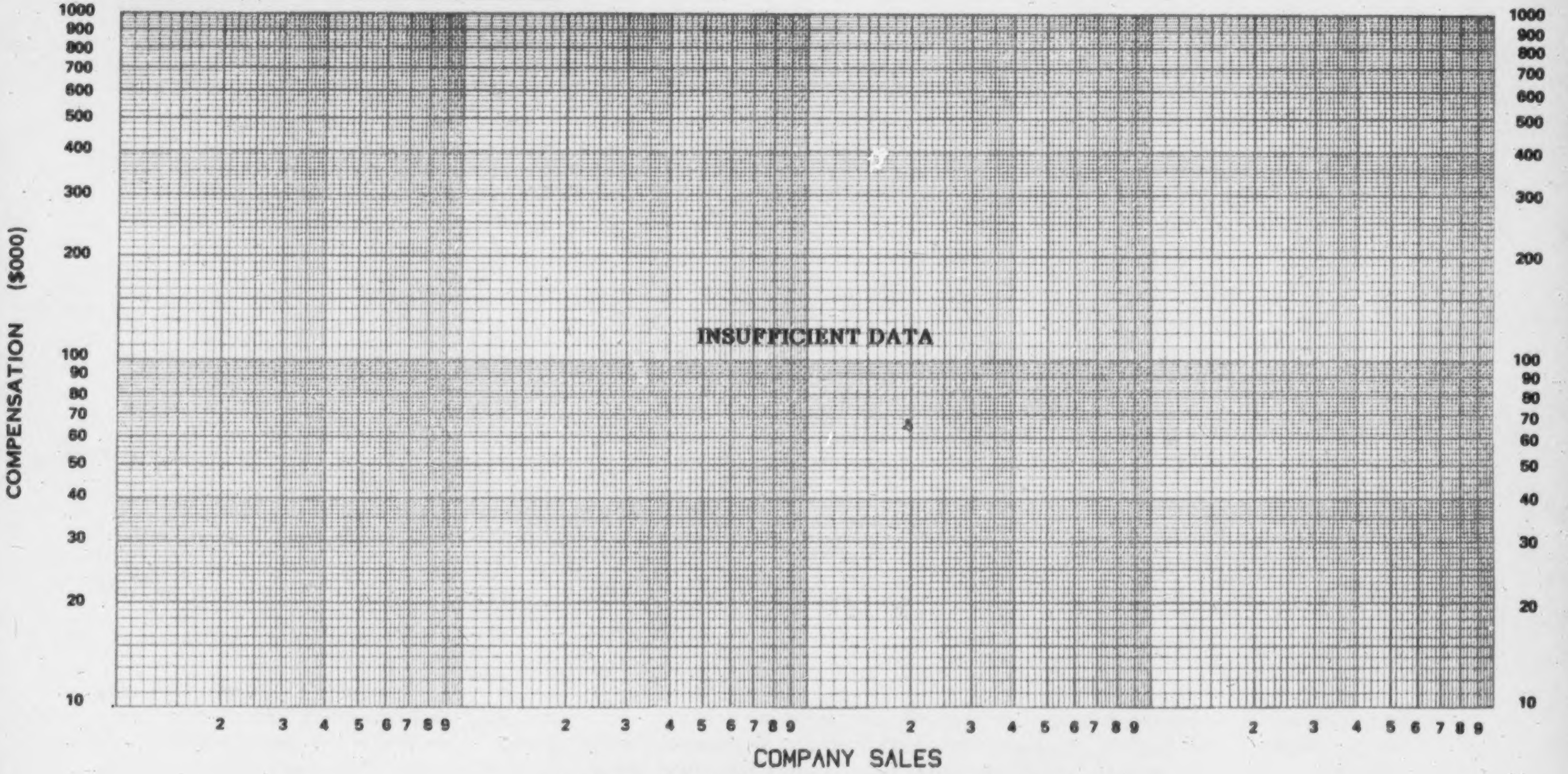
SURVEY POSITION #55 - TOP CONSUMER AFFAIRS EXECUTIVE

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 56 - DIRECTOR, CONSUMER AFFAIRS

Directs the consumer affairs and customer relations function at the division level or assists the Top Consumer Affairs Executive at the corporate level. Develops programs to aid the consumer in acquiring and using information regarding the company's products and services. Represents the company to the media and various organizations. May provide counsel to advertising and public relations programs.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$3000.0 AND BELOW	VICE PRESIDENT	$ 40.5	$ 4.0	$ 44.5		$ 34.6	$ 41.6	$ 48.5
	SENIOR V.P.				$ 39.2	32.1	39.2	46.4
	CEO/PRESIDENT	39.0	5.8	44.8		28.0	34.0	40.0
	VICE PRESIDENT	33.7	1.8	35.5		30.0	37.5	45.0
	GROUP EXEC.				32.5			
	VICE PRESIDENT				30.0	25.3	30.4	36.5
	VICE PRESIDENT	29.0	0.5	29.5		23.4	28.6	33.0
	VICE PRESIDENT				24.0			
	SENIOR V.P.				21.4	22.3	27.8	33.3
	NO IN POSITION: 9							
$ 1331.1	WEIGHTED GROUP AVG:	$ 35.6	$ 3.0	$ 38.6	$ 29.4			
	NO IN POSITION: 9							
$ 1331.1	POSITION AVERAGE:	$ 35.6	$ 3.0	$ 38.6	$ 29.4			

LEGEND		
Company Type/Trend Line	**Coefficient of Determination**	**Standard Error**
Bonus Co's Salary ———		
Bonus Co's Total Comp ------		
Nonbonus Co's Salary -.-.-.		



SURVEY POSITION #56 - DIRECTOR, CONSUMER AFFAIRS

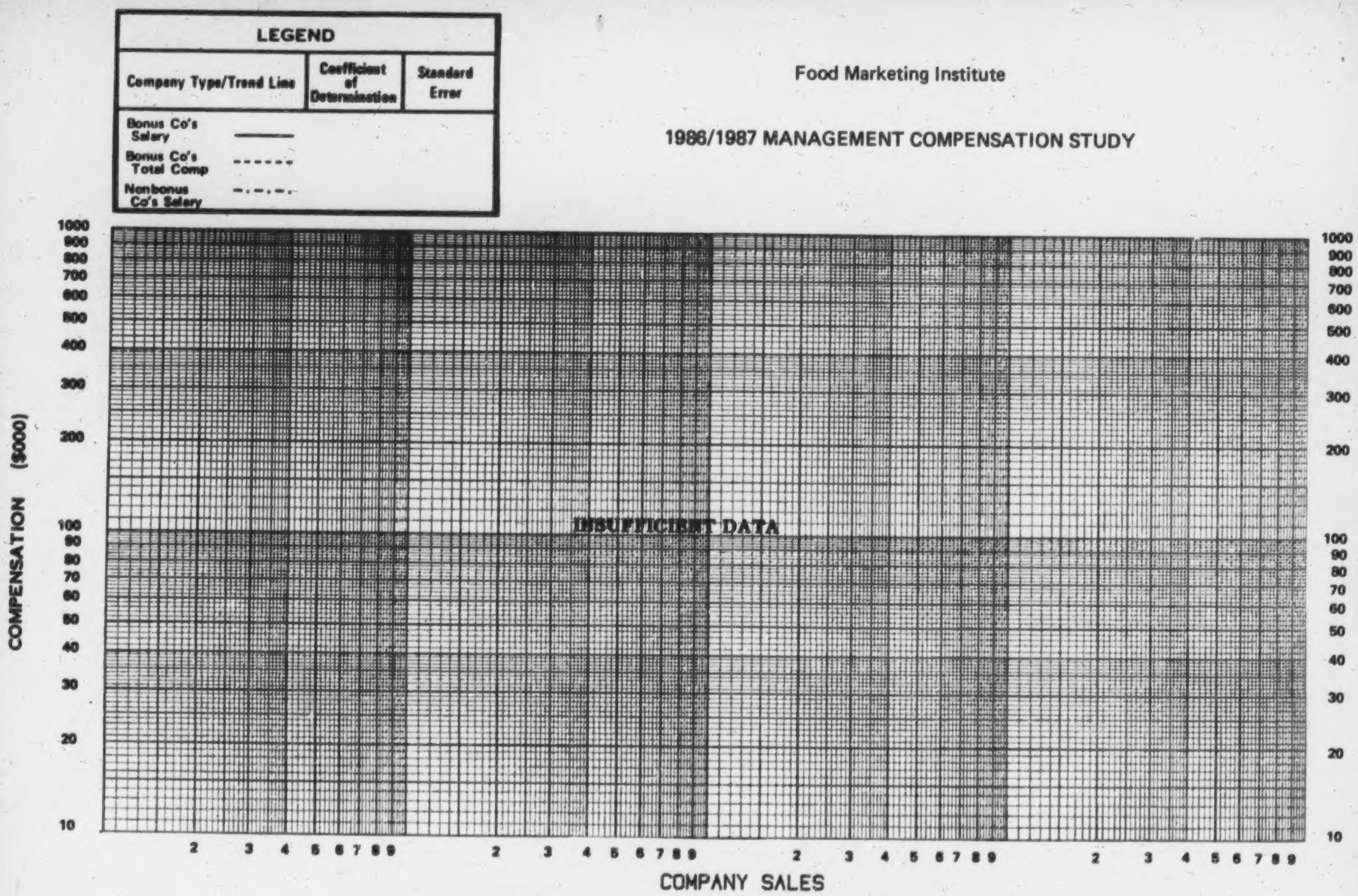
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 57 - CONSUMER AFFAIRS REP./ HOME ECONOMIST

Responsible for the consumer affairs and public relations function at the store level. Serves as a liaison between the company and the consumer. Develops and maintains in-store consumer information center. Conducts store tours and speaks at designated functions. May prepare material for promotional and advertising programs. May test new recipes or products.

SCOPE COMPANY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$8000.0 AND BELOW	VICE PRESIDENT	$ 41.5	$ 5.4	$ 46.9		$ 32.6	$ 40.8	$ 48.9
		37.5	0.0	37.5				
	MANAGER				$ 28.1	24.0	30.0	36.0
					27.5	22.3	27.8	33.3
	CEO/PRESIDENT	26.5	0.0	26.5				
	C.O.O.				26.0			
		24.0	1.0	25.0		20.0	30.0	32.0
	VICE PRESIDENT	22.6	3.7	26.3				
	VICE PRESIDENT				22.6	20.9	27.8	34.8
	EXEC. V.P.				20.2			
	MANAGER				17.1	16.1	17.7	19.2
	BOARD OF DIR.				16.9			
	MANAGER				15.1	15.0	19.0	23.0
	NO IN POSITION: 18							
$ 1222.2	WEIGHTED GROUP AVG:	$ 30.4	$ 2.0	$ 32.4	$ 20.3			
	NO IN POSITION: 18							
$ 1222.2	POSITION AVERAGE:	$ 30.4	$ 2.0	$ 32.4	$ 20.3			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #57 - CONSUMER AFFAIRS REP./
HOME ECONOMIST

REGIONAL ANALYSIS

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 25 - GROCERY MERCHANDISER

REGION #1 - NORTHEAST

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$650.0	CEO/PRESIDENT	$ 82.6	$ 15.7	$ 98.3				
AND BELOW	REG. V.P./MGR.	56.1	6.0	62.1		$ 43.9	$ 54.9	$ 65.9
	VICE PRESIDENT	51.0	11.9	62.9		40.0	47.9	57.5
	MANAGER				$ 45.7	37.2	45.7	54.3
	VICE PRESIDENT	43.2	2.3	45.5		34.8	43.5	52.2
		41.5	1.1	42.6		31.4	39.3	47.2
	SENIOR V.P.				41.1			
	VICE PRESIDENT				34.2	29.7	36.3	43.2
	MANAGER	30.0	0.0	30.0		19.8	26.3	30.3
	NO IN POSITION: 20							
$ 258.4	WEIGHTED GROUP AVG:	$ 52.8	$ 6.2	$ 59.0	$ 42.5			
NO SCOPE REPORTED	MANAGER	$ 42.4	$ 5.3	$ 47.7		$ 35.2	$ 46.9	$ 58.6
	NO IN POSITION: 21							
$ 258.4	POSITION AVERAGE:	$ 52.1	$ 6.2	$ 58.3	$ 42.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 26 - MEAT MERCHANDISER

REGION #1 - NORTHEAST

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$40.0	VICE PRESIDENT	$ 65.8	$ 12.5	$ 78.3				
AND ABOVE	VICE PRESIDENT	62.0	12.0	74.0		$ 40.0	$ 47.9	$ 57.5
	REG. V.P./MGR.	58.4	5.7	64.1		43.9	54.9	65.9
	ASST. V.P./DIR				$ 45.8	37.8	46.3	54.8
	ASST. V.P./DIR				39.2	30.4	38.0	45.6
	VICE PRESIDENT	38.1	2.0	40.1		31.8	39.8	47.8
	NO IN POSITION: 15							
$ 75.1	WEIGHTED GROUP AVG:	$ 56.2	$ 6.7	$ 62.9	$ 41.4			
$39.9		$ 45.5	$ 1.0	$ 46.5		$ 35.8	$ 44.8	$ 53.8
AND BELOW	MANAGER				$ 39.2	32.1	39.2	46.4
	SENIOR V.P.				36.8	2.5		
	ASST. V.P./DIR	35.8	5.3	41.1		29.7	36.3	43.2
	MANAGER	28.8	0.7	29.5		19.8	26.3	30.3
	NO IN POSITION: 23							
$ 15.6	WEIGHTED GROUP AVG:	$ 32.6	$ 1.9	$ 34.5	$ 38.9			
NO SCOPE REPORTED	MANAGER				$ 30.0	$ 31.3	$ 41.8	$ 52.2
	NO IN POSITION: 39							
$ 39.1	POSITION AVERAGE:	$ 42.8	$ 3.9	$ 46.7	$ 38.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 27 - PRODUCE MERCHANDISER

REGION #1 - NORTHEAST

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL PRODUCE SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$25.0	VICE PRESIDENT	$ 54.3	$ 10.3	$ 64.6				
AND ABOVE	VICE PRESIDENT	46.6	11.3	57.9		$ 40.0	$ 47.9	$ 57.5
	ASST. V.P./DIR				$ 38.4	30.4	38.0	45.6
	VICE PRESIDENT	37.8	2.0	39.8		30.6	38.3	46.0
	NO IN POSITION:	6						
$ 60.8	WEIGHTED GROUP AVG:	$ 44.6	$ 7.4	$ 52.0	$ 38.4			
$24.9	REG. V.P./MGR.	$ 53.8	$ 5.9	$ 59.7		$ 43.9	$ 54.9	$ 65.9
AND BELOW		40.3	1.0	41.3		31.4	39.3	47.2
	MANAGER				$ 39.2	32.1	39.2	46.4
	ASST. V.P./DIR	34.2	4.9	39.1		29.7	36.3	43.2
	MANAGER	26.5	0.5	27.0		19.8	26.3	30.3
	SENIOR V.P.				25.1			
	NO IN POSITION:	29						
$ 15.4	WEIGHTED GROUP AVG:	$ 41.6	$ 3.8	$ 45.4	$ 37.2			
	NO IN POSITION:	35						
$ 23.2	POSITION AVERAGE:	$ 42.1	$ 4.5	$ 46.6	$ 37.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 29 - DAIRY MERCHANDISER

REGION #1 - NORTHEAST

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE		BONUS COMPANIES			NONBONUS	SALARY RANGE		
ANNUAL DAIRY SALES ($MIL)	REPORTS TO	SALARY	BONUS	TOTAL COMP	COMPANIES SALARY	MIN	MID	MAX
$90.0 AND BELOW	REG. V.P./MGR.	$ 57.0	$ 6.1	$ 63.1		$ 43.9	$ 54.9	$ 65.9
	ASST. V.P./DIR				$ 50.7	37.8	46.3	54.8
	MANAGER	49.4	11.9	61.3		37.8	49.1	60.4
		45.0	2.7	47.7		35.8	44.8	53.8
	NO IN POSITION:	9						
$ 68.3	WEIGHTED GROUP AVG:	$ 54.6	$ 6.4	$ 60.9	$ 50.7			
	NO IN POSITION:	9						
$ 68.3	POSITION AVERAGE:	$ 54.6	$ 6.4	$ 60.9	$ 50.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 30 - NONFOOD MERCHANDISER

REGION #1 - NORTHEAST

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL NONFOOD SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$75.0 AND BELOW	REG. V.P./MGR.	$ 59.0	$ 5.9	$ 64.9		$ 43.9	$ 54.9	$ 65.9
	VICE PRESIDENT	43.3	10.0	53.3		40.0	47.9	57.5
	VICE PRESIDENT	39.8	2.1	41.9		30.6	38.3	46.0
		36.9	1.2	38.1		28.1	35.2	42.2
	ASST. V.P./DIR				$ 29.7	29.7	36.3	43.2
	SENIOR V.P.				23.2			
	MANAGER	18.6	0.0	18.6		16.2	20.3	23.3
	NO IN POSITION: 30							
$ 26.9	WEIGHTED GROUP AVG:	$ 33.2	$ 2.4	$ 35.6	$ 27.5			
NO SCOPE REPORTED	ASST. V.P./DIR				$ 38.0	$ 31.6	$ 39.5	$ 47.4
	NO IN POSITION: 31							
$ 26.9	POSITION AVERAGE:	$ 33.2	$ 2.4	$ 35.6	$ 30.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 31 - DELI MERCHANDISER

REGION #1 - NORTHEAST

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL DELI SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$50.0 AND BELOW	VICE PRESIDENT	$ 59.8	$ 11.4	$ 71.2				
		49.2	3.2	52.4		$ 35.8	$ 44.8	$ 53.8
	VICE PRESIDENT	46.3	10.4	56.7		40.0	47.9	57.5
	ASST. V.P./DIR				$ 41.1	34.3	42.1	49.7
	MANAGER				39.2	32.1	39.2	46.4
	VICE PRESIDENT	38.2	1.9	40.1		28.8	36.0	43.2
	ASST. V.P./DIR				36.5	30.4	38.0	45.6
	MANAGER	29.0	0.5	29.5		19.8	26.3	30.3
	NO IN POSITION: 17							
$ 16.0	WEIGHTED GROUP AVG:	$ 40.6	$ 4.5	$ 45.1	$ 39.1			
NO SCOPE REPORTED	MANAGER	$ 55.6	$ 7.0	$ 62.6		$ 35.2	$ 46.9	$ 58.6
	C.O.O.	42.0	4.0	46.0				
	VICE PRESIDENT	38.0	3.7	41.7		32.4	39.7	47.0
	NO IN POSITION: 3							
	WEIGHTED GROUP AVG:	$ 45.2	$ 4.9	$ 50.1				
	NO IN POSITION: 20							
$ 16.0	POSITION AVERAGE:	$ 41.7	$ 4.6	$ 46.3	$ 39.1			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 32 - BAKERY MERCHANDISER

REGION #1 - NORTHEAST

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops

SCOPE ANNUAL BAKERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$10 AND BELOW	MANAGER				$ 39.2	$ 32.1	$ 39.2	$ 46.4
		$ 34.0	$ 0.5	$ 34.5		24.9	31.1	37.3
	VICE PRESIDENT	31.3	1.7	33.0		28.8	36.0	43.2
	MANAGER	25.2	0.5	25.7		19.8	26.3	30.3
	NO IN POSITION:	15						
$ 3.9	WEIGHTED GROUP AVG:	$ 27.5	$ 0.8	$ 28.3	$ 39.2			
NO SCOPE REPORTED	VICE PRESIDENT				$ 28.0	$ 26.7	$ 32.9	$ 28.8
	NO IN POSITION:	17						
$ 3.9	POSITION AVERAGE:	$ 27.5	$ 0.8	$ 28.3	$ 36.4			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 33 - GROCERY BUYER

REGION #1 - NORTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL GROCERY PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$175.0 AND BELOW	ASST. V.P./DIR	$ 44.2	$ 4.5	$ 48.7		$ 35.1	$ 41.1	$ 47.3
	MANAGER				$ 42.9	34.2	42.8	51.4
	ASST. V.P./DIR				42.3	30.1	38.4	46.7
	VICE PRESIDENT	42.0	6.0	48.0				
	MANAGER				39.9			
	ASST. V.P./DIR				39.3	30.4	38.0	45.6
	ASST. V.P./DIR				39.2	32.1	39.2	46.4
	ASST. V.P./DIR				37.9	31.2	38.2	45.2
	MANAGER				37.5	22.9	30.5	38.1
	REG. V.P./MGR.				36.9	31.7	38.0	45.5
	VICE PRESIDENT				35.9	32.4	39.7	47.0
	VICE PRESIDENT				32.0			
	MANAGER	26.9	0.6	27.5		23.4	28.6	33.0
	NO IN POSITION: 69							
$ 98.3	WEIGHTED GROUP AVG:	$ 35.4	$ 3.2	$ 38.6	$ 38.5			
NO SCOPE REPORTED	MANAGER	$ 36.1	$ 2.1	$ 38.2		$ 30.0	$ 37.5	$ 45.0
	MANAGER				$ 36.0	31.3	41.8	52.2
	ASST. V.P./DIR	34.2	10.6	44.8		33.9	42.4	50.9
	ASST. V.P./DIR	26.6	3.4	30.0		19.0	29.3	39.6
	NO IN POSITION: 15							
	WEIGHTED GROUP AVG:	$ 33.3	$ 3.3	$ 36.6	$ 36.0			
	NO IN POSITION: 84							
$ 98.3	POSITION AVERAGE:	$ 34.4	$ 3.3	$ 37.7	$ 38.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 34 - MEAT BUYER

REGION #1 - NORTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL MEAT PURCHASE ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$450.0 AND BELOW	MANAGER				$ 49.7	$ 34.2	$ 42.8	$ 51.4
	DIV. V.P./MGR.				48.1	43.2	51.8	62.2
	VICE PRESIDENT	$ 46.3	$ 6.7	$ 53.0				
	ASST. V.P./DIR				39.2	32.1	39.2	46.4
	ASST. V.P./DIR				39.2	30.4	38.0	45.6
	MANAGER				37.0			
	MANAGER				36.8	22.9	30.5	38.1
	VICE PRESIDENT				36.7	26.7	34.0	41.3
	VICE PRESIDENT				33.0			
	MANAGER	29.7	0.8	30.5		23.4	28.6	33.0
	NO IN POSITION:	19						
$ 85.5	WEIGHTED GROUP AVG:	$ 35.2	$ 2.8	$ 38.0	$ 38.9			
NO SCOPE REPORTED	MANAGER				$ 44.3	$ 31.3	$ 41.8	$ 52.2
	VICE PRESIDENT				39.9	32.4	39.7	47.0
	VICE PRESIDENT	$ 37.6	$ 1.9	$ 39.5		33.9	42.4	50.9
	ASST. V.P./DIR	30.8	4.0	34.8		22.9	28.2	33.5
	NO IN POSITION:	7						
	WEIGHTED GROUP AVG:	$ 35.9	$ 2.4	$ 38.3	$ 42.8			
	NO IN POSITION:	26						
$ 85.5	POSITION AVERAGE:	$ 35.6	$ 2.6	$ 38.2	$ 39.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 35 - PRODUCE BUYER

REGION #1 - NORTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL PRODUCE PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$75.0 AND BELOW	DIV. V.P./MGR.				$ 45.0	$ 26.6	$ 31.9	$ 38.3
	VICE PRESIDENT				43.8	30.1	38.4	46.7
	MANAGER				42.4	34.2	42.8	51.4
	ASST. V.P./DIR				40.8	31.2	38.2	45.2
	VICE PRESIDENT				40.8	32.4	39.7	47.0
	ASST. V.P./DIR				39.2	32.1	39.2	46.4
	MANAGER				35.0	21.8	29.0	36.3
	ASST. V.P./DIR				33.1	30.4	38.0	45.6
	VICE PRESIDENT	$ 33.0	$ 4.9	$ 37.9				
	MANAGER				32.5			
	MANAGER	31.0	1.2	32.2		23.4	28.6	33.0
	NO IN POSITION: 26							
$ 35.4	WEIGHTED GROUP AVG:	$ 31.7	$ 2.4	$ 34.1	$ 40.5			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 41.2	$ 2.2	$ 43.4		$ 33.9	$ 42.4	$ 50.9
	ASST. V.P./DIR	35.9	9.4	45.3		30.2	37.7	45.3
	MANAGER				$ 35.6	31.3	41.8	52.2
	ASST. V.P./DIR	31.3	3.5	34.8		21.8	26.0	30.2
	NO IN POSITION: 6							
	WEIGHTED GROUP AVG:	$ 36.2	$ 4.1	$ 40.3	$ 35.6			
	NO IN POSITION: 32							
$ 35.4	POSITION AVERAGE:	$ 34.5	$ 3.5	$ 38.0	$ 40.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 36 - FROZEN FOODS BUYER

REGION #1 - NORTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNL FROZ FOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$125.0 AND BELOW	MANAGER				$ 44.1	$ 34.2	$ 42.8	$ 51.4
	ASST. V.P./DIR				43.5	30.1	38.4	46.7
	ASST. V.P./DIR				38.2	31.2	38.2	45.2
	MANAGER				37.5			
	VICE PRESIDENT				35.6	29.7	36.3	43.2
	VICE PRESIDENT				35.0			
	MANAGER	$ 31.2	$ 0.3	$ 31.5		23.4	28.6	33.0
	NO IN POSITION: 10							
$ 62.1	WEIGHTED GROUP AVG:	$ 31.2	$ 0.3	$ 31.5	$ 38.7			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 31.0	$ 4.0	$ 35.0		$ 20.1	$ 23.9	$ 27.6
	ASST. V.P./DIR				$ 30.7	30.4	38.0	45.6
	NO IN POSITION: 2							
	WEIGHTED GROUP AVG:	$ 31.0	$ 4.0	$ 35.0	$ 30.7			
	NO IN POSITION: 12							
$ 62.1	POSITION AVERAGE:	$ 31.1	$ 2.2	$ 33.3	$ 37.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 37 - DAIRY BUYER

REGION #1 - NORTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL DAIRY PURCH. ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$75.0 AND BELOW	MANAGER				$ 45.8	$ 34.2	$ 42.8	$ 51.4
	MANAGER				38.3			
	VICE PRESIDENT				35.6	29.7	36.3	43.2
	MANAGER				30.6	22.9	30.5	38.1
	MANAGER	$ 26.3	$ 0.4	$ 26.7		23.4	28.6	33.0
	NO IN POSITION: 10							
$ 57.9	WEIGHTED GROUP AVG:	$ 26.3	$ 0.4	$ 26.7	$ 41.3			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 31.0	$ 4.0	$ 35.0		$ 20.1	$ 23.9	$ 27.6
	NO IN POSITION: 11							
$ 57.9	POSITION AVERAGE:	$ 28.7	$ 2.2	$ 30.9	$ 41.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 38 - NONFOOD BUYER

REGION #1 - NORTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL NONFOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$50.0 AND BELOW	MANAGER				$ 42.5	$ 34.2	$ 42.8	$ 51.4
	ASST. V.P./DIR	$ 37.5	$ 4.9	$ 42.4		31.6	37.2	42.8
	ASST. V.P./DIR				37.4	26.7	34.0	41.3
	DIV. V.P./MGR.				34.5	34.2	41.0	49.2
	ASST. V.P./DIR				32.4	29.7	36.3	43.2
	ASST. V.P./DIR				31.9	28.3	34.8	41.1
	NO IN POSITION: 33							
$ 36.3	WEIGHTED GROUP AVG:	$ 37.5	$ 4.9	$ 42.4	$ 37.6			
NO SCOPE REPORTED	ASST. V.P./DIR				$ 41.0	$ 30.4	$ 38.0	$ 45.6
	ASST. V.P./DIR	$ 37.2	$ 1.9	$ 39.1		28.8	36.0	43.2
	MANAGER	35.9	0.7	36.6		23.4	28.6	33.0
	VICE PRESIDENT				31.7	31.3	41.8	52.2
	ASST. V.P./DIR	26.6	2.8	29.4		16.7	20.0	23.3
	NO IN POSITION: 10							
	WEIGHTED GROUP AVG:	$ 33.2	$ 1.8	$ 35.0	$ 34.0			
	NO IN POSITION: 43							
$ 36.3	POSITION AVERAGE:	$ 33.8	$ 2.3	$ 36.1	$ 37.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 39 - DELI BUYER

REGION #1 - NORTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL DELI PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$75.0 AND BELOW	DIV. V.P./MGR.				$ 48.0	$ 38.7	$ 46.4	$ 55.7
	ASST. V.P./DIR				43.1	30.1	38.4	46.7
	ASST. V.P./DIR				36.5	30.4	38.0	45.6
	ASST. V.P./DIR	$ 35.9	$ 3.5	$ 39.4		31.4	37.0	42.5
	NO IN POSITION: 5							
$ 36.4	WEIGHTED GROUP AVG:	$ 35.9	$ 3.5	$ 39.4	$ 43.9			
NO SCOPE REPORTED	MANAGER				$ 39.0	$ 28.0	$ 37.3	$ 46.6
	ASST. V.P./DIR	$ 37.8	$ 2.1	$ 39.9		28.8	36.0	43.2
	VICE PRESIDENT	36.6	4.8	41.4				
	NO IN POSITION: 3							
	WEIGHTED GROUP AVG:	$ 37.2	$ 3.5	$ 40.7	$ 39.0			
	NO IN POSITION: 8							
$ 36.4	POSITION AVERAGE:	$ 36.8	$ 3.4	$ 40.2	$ 42.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 43 - DIVISION GENERAL MANAGER
REGION #1 - NORTHEAST

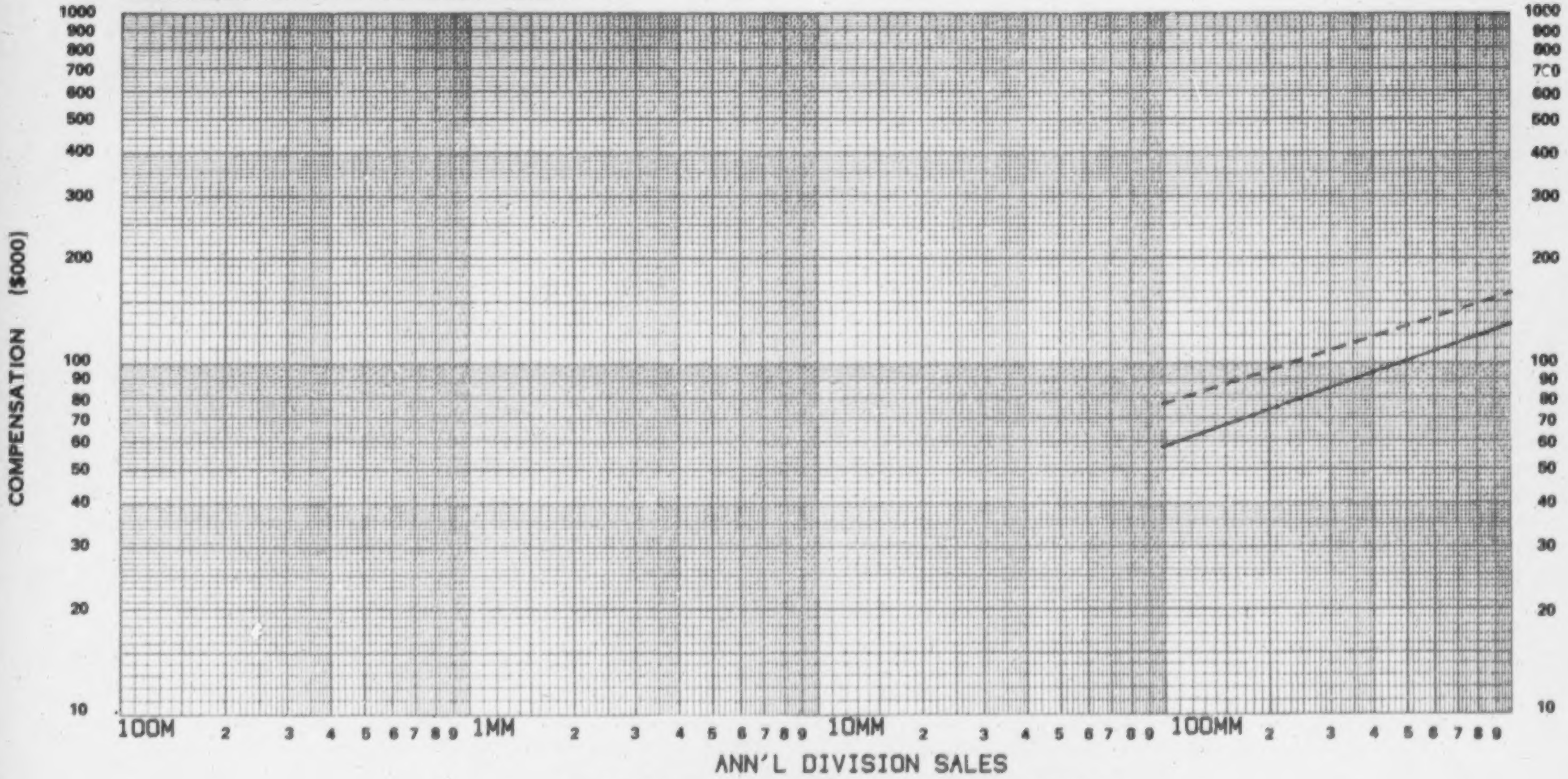
Responsible for the profitable operation of a division or geographic region of the corporation or operating company. Develops sales and profit objectives and forecasts, operating and capital expenditure budgets, and objectives for assigned stores and facilities. Oversees merchandising, store operations and staff activities. Reviews buying and merchandising programs to insure maximum profitability and continuity with the company's overall strategy. Reviews operating results of stores against sales and profit targets. Directs staff activities in support of division programs and financial objectives. Provides specific limitations of authority for all subordinates regarding contractual commitments, expenditures and personnel decisions. Continually reviews and reports to top management the division's performance with respect to market share, operating results, capital requirements, etc.

SCOPE ANN'L DIVISION SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$1000 AND BELOW	C.O.O.	$138.8	$ 32.0	$170.8		$109.0	$131.0	$157.0
	EXEC. V.P.	133.3	60.0	193.3		122.0	153.0	184.0
	BOARD OF DIR.	115.0	31.1	146.1		58.5	72.8	87.0
	SENIOR V.P.	91.0	45.5	136.5		75.9	95.2	104.9
	EXEC. V.P.				$ 82.0	67.0	83.8	100.6
	CEO/PRESIDENT	76.0	49.8	125.8		62.6	76.9	90.8
	SENIOR V.P.	73.3	0.0	73.3				
	SENIOR V.P.	69.3	8.0	77.3		50.8	68.3	85.4
	SENIOR V.P.	62.1	4.1	66.2		51.3	64.1	76.9
	SENIOR V.P.				47.1			
	NO IN POSITION: 22							
$ 441.5	WEIGHTED GROUP AVG:	$ 98.0	$ 30.6	$128.6	$ 64.6			
	NO IN POSITION: 22							
$ 441.5	POSITION AVERAGE:	$ 98.0	$ 30.6	$128.6	$ 64.6			

LEGEND		
Company Type/Trend Line	**Coefficient of Determination**	**Standard Error**
Bonus Co's Salary ———	0.55	1.25
Bonus Co's Total Comp ------	0.25	1.47
Nonbonus Co's Salary -.-.-.		

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #43 - DIVISION GENERAL MANAGER

REGION #1 - NORTHEAST

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 45 - DISTRICT MANAGER

REGION #1 - NORTHEAST

Responsible for the efficient, economical, and safe operation of a company's or division's warehouse facility. Directs the inventory, sanitation, and maintenance functions at the warehouse. Has responsibility for all transportation activities.

SCOPE ANN'L DISTRICT SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$100.0	EXEC. V.P.				$ 88.4	$ 67.0	$ 83.8	$100.6
AND ABOVE	DIV. V.P./MGR.	$ 66.2	$ 9.0	$ 75.2		54.2	67.8	81.4
	SENIOR V.P.	65.7	8.0	73.7		50.8	68.3	85.4
	EXEC. V.P.				57.2	50.4	61.7	73.1
		55.0	4.3	59.3		44.6	55.7	66.9
	ASST. V.P./DIR	54.5	13.0	67.5		37.8	49.1	60.4
	VICE PRESIDENT	54.2	4.8	59.0		38.5	51.3	64.2
	DIV. V.P./MGR.	53.7	6.7	60.4		43.5	53.7	64.0
	MANAGER	52.8	8.5	61.3		44.6	59.5	74.3
	VICE PRESIDENT	52.7	19.3	72.0		41.4	51.8	62.1
	REG. V.P./MGR.	52.0	9.4	61.4		41.9	50.3	60.4
	C.O.O.	50.7	5.5	56.2		42.3	49.8	57.3
		50.7	1.0	51.7		40.3	50.4	60.4
	VICE PRESIDENT	50.1	9.8	59.9		38.3	48.7	59.1
	ASST. V.P./DIR	50.0	3.3	53.3		41.6	52.0	62.4
	ASST. V.P./DIR	49.7	11.8	61.5		37.8	49.1	60.4
	MANAGER	45.4	7.3	52.7		39.6	52.7	65.9
	REG. V.P./MGR.	42.5	7.8	50.3		35.8	43.7	51.9
	VICE PRESIDENT	29.2	0.5	29.7		23.4	28.6	33.0
	NO IN POSITION: 74							
$ 155.7	WEIGHTED GROUP AVG:	$ 55.3	$ 8.3	$ 63.6	$ 72.8			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 45 - DISTRICT MANAGER

REGION #1 - NORTHEAST

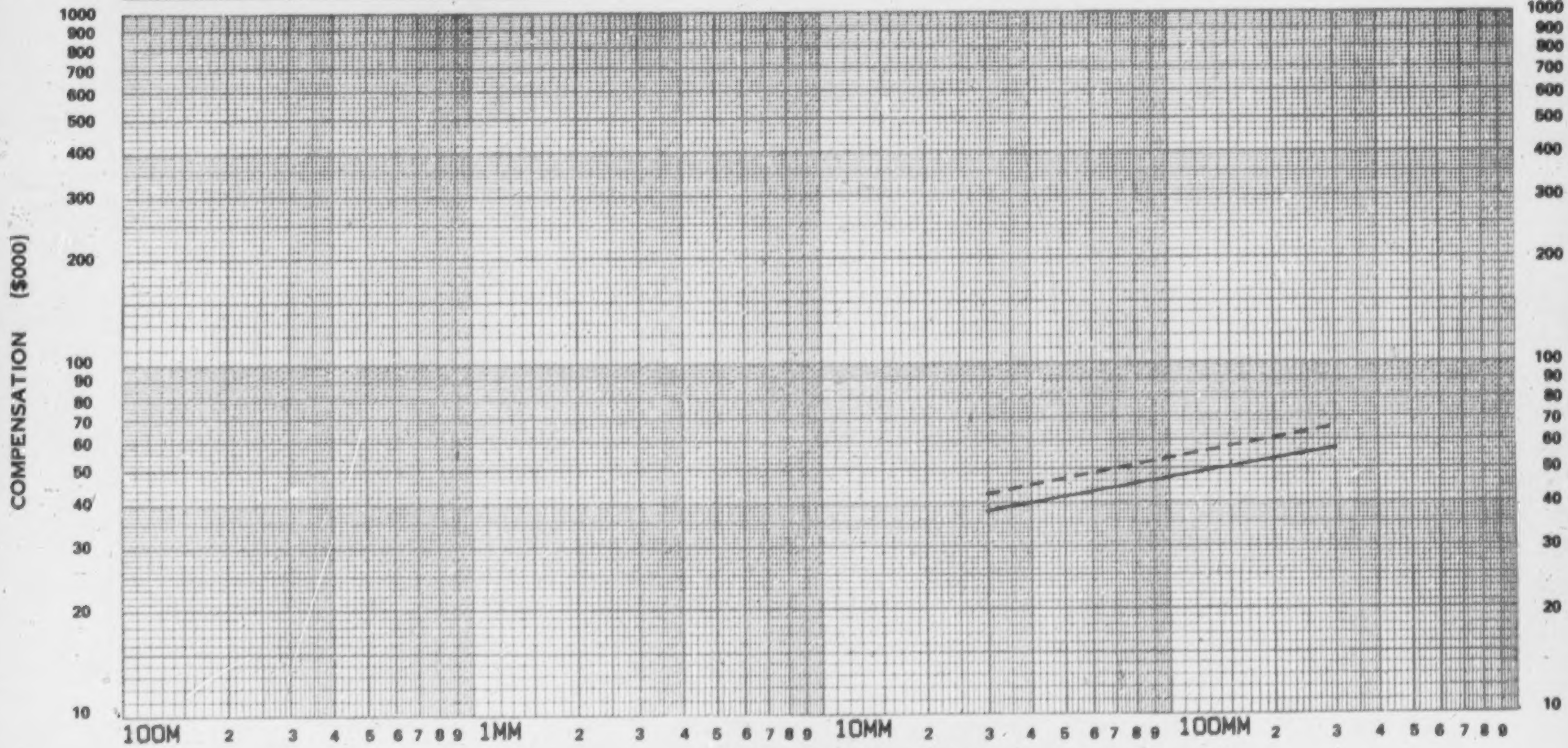
SCOPE ANN'L DISTRICT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$99.9 AND BELOW	SENIOR V.P.	$ 52.0	$ 1.7	$ 53.7		$ 41.6	$ 52.0	$ 62.4
	REG. V.P./MGR.	49.1	10.2	59.3		41.9	50.3	60.4
	ASST. V.P./DIR	48.9	3.3	52.2		41.6	52.0	62.4
	REG. V.P./MGR.	46.3	12.3	58.6		41.9	50.3	60.4
	SENIOR V.P.	44.4	8.8	53.2				
	REG. V.P./MGR.	41.7	3.1	44.8		35.8	43.7	51.9
	REG. V.P./MGR.	41.2	9.3	50.5		35.8	43.7	51.9
	REG. V.P./MGR.	41.0	4.2	45.2		35.8	43.7	51.9
	REG. V.P./MGR.	38.8	8.4	47.2		35.8	43.7	51.9
	REG. V.P./MGR.	37.8	3.1	40.9		35.8	43.7	51.9
	SENIOR V.P.				$ 33.5			
	VICE PRESIDENT	28.0	0.5	28.5		23.4	28.6	33.0
	NO IN POSITION: 34							
$ 71.3	WEIGHTED GROUP AVG:	$ 45.2	$ 8.6	$ 53.8	$ 33.5			

	NO IN POSITION: 108				
$ 129.1	POSITION AVERAGE:	$ 52.2	$ 8.3	$ 60.5	$ 53.2

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	——	0. 28	1. 18
Bonus Co's Total Comp	------	0. 24	1. 22
Nonbonus Co's Salary	-.-.-.-		



SURVEY POSITION #45 - DISTRICT MANAGER

REGION #1 - NORTHEAST

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$350.0				$ 52.5	$ 41.6	$ 51.1	$ 60.4	5.2	1.0	47.0	3.0	B	B
AND ABOVE	$ 49.9	$ 5.8	$ 55.7		44.3	55.3	66.3	5.0	2.0	46.0	17.0	B	A
	45.7	4.6	50.3		37.2	45.7	54.3	5.0	2.0	50.0	15.0	D	D
				43.4	34.3	42.1	49.7	5.2	1.0	45.0	3.0	B	B
	42.0	0.0	42.0		30.0	40.0	48.0		2.0	46.0	1.0	B	B
	40.4	1.6	42.0		26.7	36.7	46.7	5.0	1.0	48.0	26.0	205	A
	40.0	1.5	41.5					5.0	1.0	50.0	15.0	150	A
	39.9	2.4	42.3		34.1	42.6	51.1	5.0	5.0	40.0	6.0	E	E
	38.9	4.0	42.9		35.8	42.1	48.5	5.0	2.0	45.0	11.0	210	210
	38.6	8.2	46.8					5.0	1.5	50.0	17.0	F	D
	38.4	0.0	38.4										
	38.0	1.5	39.5					5.0	1.0	50.0	15.0	150	A
	37.4	0.0	37.4		29.0	37.4	40.9	5.0	1.0	45.0			
	36.4	11.2	47.6		29.7	36.3	43.2	5.5	1.0	50.0	3.0	A	A
	35.9	5.2	41.1		31.0	40.4	49.8	5.0	1.0	50.0	18.0	250	0
	32.2	1.0	33.2					5.0		40.0			
NO. IN POS: 379													
$ 456.4 WT'D AVG:	$ 43.7	$ 4.0	$ 47.7	$ 48.8									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$349.9	$ 43.8	$ 3.9	$ 47.7		$ 34.3	$ 40.4	$ 46.4	5.0	2.0	45.0	11.0	210	210
TO				$ 40.3	31.2	38.2	45.2	5.2	1.0	45.0	3.0	B	B
$250.0				37.7				4.0	1.0	46.0	12.0	B	A
				37.7				4.0	1.0	46.0	12.0	B	A
	37.6	1.4	39.0		26.7	36.7	46.7	5.0	1.0	48.0	26.0	205	A
	37.4	0.0	37.4		29.0	37.4	40.9	5.0	1.0	45.0			
	35.8	0.0	35.8										
	35.7	9.6	45.3		29.7	36.3	43.2	5.5	1.0	50.0	3.0	A	A
	33.8	6.9	40.7		28.0	35.1	42.1	5.0	2.0	43.0	17.0	145	145
	32.8	5.1	37.9		22.9	30.4	37.8	5.0	2.0	45.0	20.0	112	112
	28.9	3.7	32.6		22.9	30.4	37.8	5.0	2.0	45.0	20.0	112	112
NO. IN POS: 150													
$ 264.8 WT'D AVG:	$ 36.3	$ 3.3	$ 39.6	$ 39.2									
$249.9	$ 48.2	$ 15.4	$ 63.6					5.0	2.0	50.0	17.0	200	A
TO	40.1	3.5	43.6		$ 34.3	$ 40.4	$ 46.4	5.0	2.0	45.0	11.0	210	210
$175.0				$ 38.2	28.3	34.8	41.1	5.2	1.0	45.0	3.0	B	B
	38.1	0.0	38.1										
	37.6	1.4	39.0		26.7	36.7	46.7	5.0	1.0	48.0	26.0	205	A
	36.7	6.6	43.3					5.0	1.5	50.0	17.0	F	D
	34.5	2.0	36.5		28.3	35.4	42.5	5.0	1.0	40.0	4.5	E	E
	34.1	6.7	40.8		29.7	36.3	43.2	5.5	1.0	50.0	3.0	A	A
	33.9	1.9	35.8		26.6	33.3	40.0	5.0	1.0	40.0	4.5	E	E
				33.1				4.0	1.0	46.0	12.0	B	A
	32.7	4.6	37.3		29.7	36.3	43.2	5.5	1.0	50.0	3.0	A	A
	32.6	1.0	33.6					5.0		40.0			
	30.0	0.6	30.6					5.0	1.0	50.0	15.0	150	A
NO. IN POS: 164													
$ 214.6 WT'D AVG:	$ 35.4	$ 4.3	$ 39.7	$ 36.3									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE			WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$174.9	$ 48.2	$ 15.4	$ 63.6					5.0	2.0	50.0	17.0	200	A
TO	45.9	14.9	60.8					5.0	2.0	50.0	17.0	200	A
$125.0	41.4	3.6	45.0		$ 32.3	$ 38.0	$ 43.7	5.0	2.0	45.0	11.0	210	210
	38.0	0.0	38.0										
	37.4	0.0	37.4		29.0	37.4	40.9	5.0	1.0	45.0			
	36.0	6.5	42.5					5.0	1.5	50.0	17.0	F	D
	33.8	1.3	35.1		26.7	36.7	46.7	5.0	1.0	48.0	26.0	205	A
	33.0	4.4	37.4		29.7	36.3	43.2	5.5	1.0	50.0	3.0	A	A
	31.5	1.0	32.5					5.0		40.0			
	31.2	0.0	31.2		25.4	31.2	35.8	5.0	1.0	45.0			
	31.0	1.1	32.1		26.6	33.3	40.0	5.0	1.0	40.0	13.0	E	E
	30.6	1.0	31.6					5.0		40.0			
				$ 28.6				4.0	1.0	46.0	12.0	B	A
	28.4	2.9	31.3		22.9	30.4	37.8	5.0	2.0	45.0	20.0	112	112
	27.4	2.7	30.1		22.9	30.4	37.8	5.0	2.0	45.0	20.0	112	112
NO. IN POS: 128													
$ 155.8 WT'D AVG:	$ 33.8	$ 3.8	$ 37.6	$ 28.6									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE			WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$124.9	$ 45.8	$ 14.8	$ 60.6					5.0	2.0	50.0	17.0	200	A
TO	38.4	0.0	38.4										
$75.0				$ 36.5				5.0	1.0	52.0	20.0	165	165
	36.3	12.5	48.8					5.0	2.0	50.0	17.0	200	A
	34.3	6.2	40.5					5.0	1.5	50.0	17.0	F	D
	33.4	5.8	39.2					5.0	1.5	50.0	17.0	F	D
	33.0	3.0	36.0		$ 26.7	$ 32.9	$ 38.8	5.5	1.0	50.0	3.0	A	A
	32.2	3.3	35.5		29.7	36.3	43.2	5.5	1.0	50.0	3.0	A	A
	31.5	4.8	36.3		26.7	32.9	38.8	5.5	1.0	50.0	3.0	A	A
	31.3	3.6	34.9		26.7	32.9	38.8	5.5	1.0	50.0	3.0	A	A
	31.0	1.2	32.2		26.6	33.3	40.0	5.0	1.0	40.0	13.0	E	E
	30.8	1.0	31.8					5.0		40.0			
	26.3	2.3	28.6		21.8	26.9	31.9	5.0	2.0	45.0	20.0	112	112
				24.7				4.0	1.0	46.0	12.0	B	A
NO. IN POS: 166													
$ 108.1	WT'D AVG: $ 33.9	$ 5.7	$ 39.6	$ 34.1									
$74.9	$ 32.1	$ 6.0	$ 38.1					5.0	1.5	50.0	17.0	F	D
AND BELOW	31.7	2.5	34.2		$ 26.7	$ 32.9	$ 38.8	5.5	1.0	50.0	3.0	A	A
				$ 31.6				5.0	1.0	50.1	20.0	135	135
	30.2	6.8	37.0					5.0	1.5	50.0	17.0	F	D
	29.6	2.1	31.7					5.0	1.0	45.0	12.0	150	D
	29.0	1.0	30.0					5.0		40.0			
	29.0	1.7	30.7		26.7	32.9	38.8	5.5	1.0	50.0	3.0	A	A
	25.9	1.5	27.4		24.4	30.0	35.5	5.5	1.0	50.0	3.0	A	A
	25.0	3.0	28.0		22.0	25.0	30.0	5.5	.5	45.0			
				18.2	20.7	24.7	28.7	5.0	2.0	45.0	20.0	112	112
NO. IN POS: 147													
$ 58.5	WT'D AVG: $ 30.1	$ 3.4	$ 33.5	$ 29.4									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

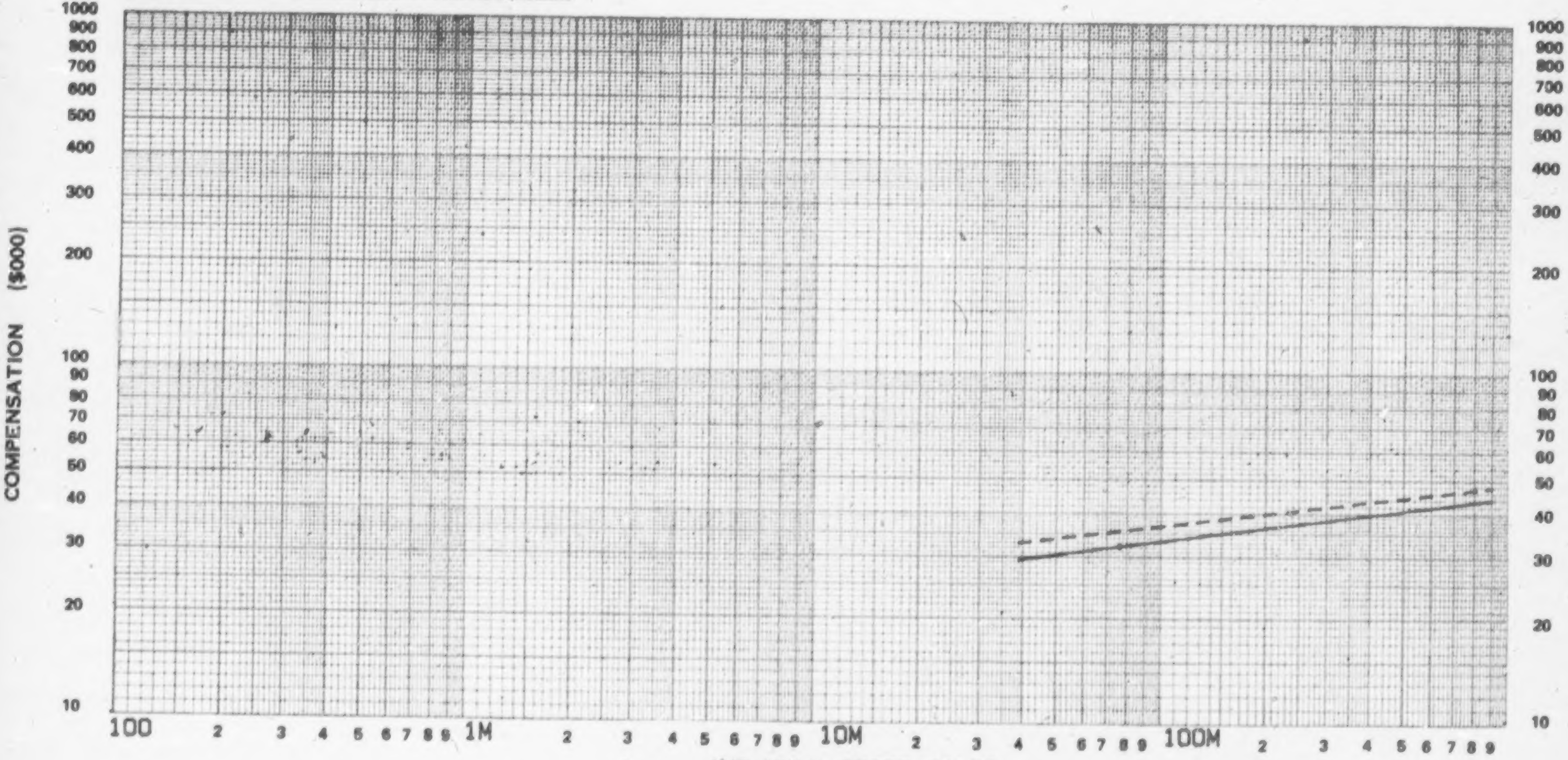
REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
NO SCOPE REPORTED	$ 43.4	$ 7.6	$ 51.0					5.0	2.0	48.0	15.0	200	A
	42.9	3.0	45.9		$ 31.5	$ 39.3	$ 47.2	5.0	2.0	50.0	20.0	175	A
	40.4	6.8	47.2		37.4	43.8	49.4	5.0	2.0	45.0	12.0	200	A
	39.1	3.1	42.2		32.7	38.7	44.4	5.0	2.0	45.0	12.0	200	A
	39.0	8.0	47.0					5.0		45.0	6.0		A
	39.0	6.0	45.0					5.0	2.0	45.0	20.0	175	A
	38.1	2.3	40.4		28.1	35.2	42.2	5.0	2.0	50.0	20.0	175	A
	37.9	2.8	40.7		32.7	38.7	44.4	5.0	2.0	45.0	12.0	200	A
	35.7	1.3	37.0		32.7	38.7	44.4	5.0	2.0	45.0	12.0	200	A
	35.6	6.4	42.0					5.0	2.0	48.0	20.0	200	A
	33.7	1.0	34.7		32.7	38.7	44.4	5.0	2.0	45.0	12.0	200	A
	31.8	1.0	32.8		24.8	31.1	37.3	5.0	2.0	50.0	20.0	175	A
NO. IN POS: 95 WT'D AVG:	$ 38.7	$ 3.5	$ 42.2										
NO. IN POS: 1229 POSITION AVG: $ 259.6	$ 37.3	$ 4.1	$ 41.4	$ 39.6									

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.32	1.14
Bonus Co's Total Comp	- - - - - -	0.17	1.19
Nonbonus Co's Salary	-.-.-.		

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #48 - STORE MANAGER

REGION #1 - NORTHEAST

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$250.0	$ 38.6	$ 4.3	$ 42.9		$ 29.9	$ 35.2	$ 40.5	5.0	2.0	45.0	10.0	210	210
AND ABOVE	37.3	2.5	39.8		28.7	33.7	38.8	5.0	2.0	45.0	10.0	210	210
	37.1	3.1	40.2		32.8	41.0	49.2	5.0	2.0	46.0	17.0	B	A
				$ 34.6	25.8	31.6	37.3	5.2	1.5	45.0	44.0	B	B
	34.0	1.7	35.7		27.9	34.0	37.0	5.0	2.0	50.0	15.0	D	(D
	34.0	3.4	37.4		25.5	34.0	43.5	5.5	2.0	46.0	1.0	B	B
	33.7	0.0	33.7										
	33.0	0.0	33.0										
				31.8				5.0	2.0	50.0	15.0	150	A
	30.1	3.8	33.9		26.4	33.8	41.2	5.0	1.0	50.0	18.0	250	0
	29.4	0.9	30.3		26.0	28.6	31.2				8.0	E	E
				28.6				3.0	2.0	43.0		E	A
				28.6	24.7	29.6	34.6	5.0	1.0		45.0		
				28.6				3.0	2.0	43.0		E	A
				28.6	24.4	30.5	35.5	5.0	2.0	50.0	40.0	A	A
				28.6	24.7	29.6	34.6	5.0	1.0		45.0		
				28.4	21.2	26.5	31.8		5.0	48.0	2.0	180	A
	28.0	4.0	32.0		22.0	25.0	30.0	5.5	.5	48.0	40.0		
	26.9	0.0	26.9		21.0	26.2	31.5	5.0	2.0	43.0	17.0	145	145
				26.3	21.2	26.5	31.8		5.0	48.0	2.0	180	A
	25.8	3.0	28.8		21.8	26.9	31.9	5.0	2.0	45.0	20.0	112	112
				25.1	24.4	30.0	35.5	5.0	2.0	50.0	40.0	A	A
	24.3	1.8	26.1		21.8	26.9	31.9	5.0	2.0	45.0	20.0	112	112
	23.8	0.5	24.3					5.0		40.0			
NO. IN POS: 544													
$ 429.5 WT'D AVG:	$ 34.1	$ 2.2	$ 36.3	$ 28.7									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$249.9	$ 33.5	$ 1.7	$ 35.2		$ 28.7	$ 33.7	$ 38.8	5.0	2.0	45.0	10.0	210	210
TO	30.9	1.7	32.6		27.0	31.7	36.5	5.0	2.0	45.0	10.0	210	210
$125.0				$ 28.6	24.7	29.6	34.6	5.0	1.0		45.0		
	28.1	0.9	29.0		25.5	27.3	29.1				15.5	E	E
	28.1	0.9	29.0		25.5	27.3	29.1				8.0	E	E
				27.8	24.4	30.5	35.5	5.0	2.0	50.0	40.0	A	A
				27.8	24.4	30.5	35.5	5.0	2.0	50.0	40.0	A	A
	27.4	0.6	28.0		25.0	26.0	27.0				14.5	E	E
				26.2				5.0	3.0	45.0	17.0	F	E
				26.2				5.0	3.0	45.0	17.0	F	E
				26.2				5.0	3.0	45.0	17.0	F	E
				25.1	21.2	26.5	31.8		5.0	48.0	2.0	180	A
				24.0	24.4	30.0	35.5	5.0	2.0	50.0	40.0	A	A
				24.0				5.0	2.0	50.0	15.0	150	A
	23.5	1.6	25.1		21.8	26.9	31.9	5.0	2.0	45.0	20.0	112	112
	23.3	1.7	25.0		21.8	26.9	31.9	5.0	2.0	45.0	20.0	112	112
				23.0				5.0	3.0	50.0	15.0	150	A
				22.3	18.4	23.0	26.2	5.0	1.0		45.0		
	21.9	0.5	22.4					5.0		40.0			
	21.7	0.5	22.2					5.0		40.0			
	18.2	0.0	18.2					5.0		40.0			
NO. IN POS: 165													
$ 182.2 WT'D AVG:	$ 25.2	$ 0.9	$ 26.1	$ 26.6									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$124.9				$ 32.6				5.0	2.0	53.5	20.0	145	145
AND BELOW				28.8	$ 24.4	$ 30.5	$ 35.5	5.0	2.0	50.0	40.0	A	A
				28.6	24.4	30.5	35.5	5.0	2.0	50.0	40.0	A	A
				28.1				5.0	2.0	52.5	20.0	130	130
				27.6				5.0	2.0	52.5	20.0	125	125
				27.3	24.4	30.5	35.5	5.0	2.0	50.0	40.0	A	A
				26.2				5.0	3.0	45.0	17.0	F	E
				26.2				5.0	3.0	45.0	17.0	F	E
	$ 26.0	$ 0.2	$ 26.2		25.0	26.0	27.0	5.0	1.0	40.0	14.5	E	E
				25.0				5.0		40.0		E	E
				24.3	24.4	30.0	35.5	5.0	2.0	50.0	40.0	A	A
				24.2	22.3	27.0	32.2	5.0	2.0	50.0	40.0	A	A
				23.6	22.3	27.0	32.2	5.0	2.0	50.0	40.0	A	A
	23.1	1.2	24.3		19.1	22.7	26.3	5.0	2.0	45.0	20.0	112	112
	19.1	0.5	19.6					5.0		40.0			
	15.6	0.0	15.6					5.0		40.0			
				14.3	18.1	20.8	23.4	5.0	2.0	45.0	20.0	112	112
NO. IN POS: 162													
$ 78.0 WT'D AVG:	$ 20.4	$ 0.5	$ 20.9	$ 25.8									

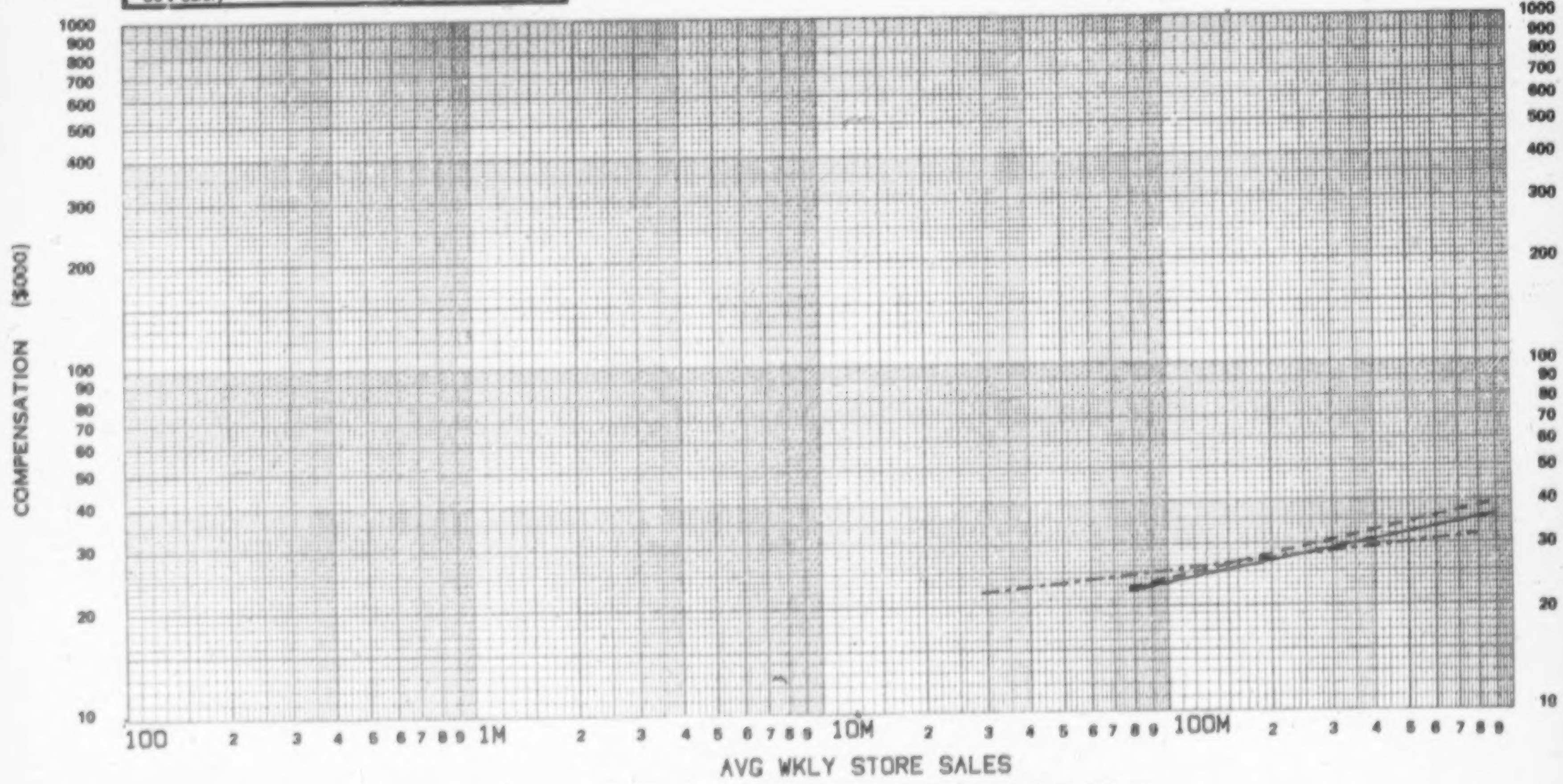
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
NO SCOPE	$ 33.5	$ 3.5	$ 37.0					5.0	2.0	45.0	20.0	200	A
REPORTED	33.1	2.9	36.0					5.0	2.0	45.0	20.0	175	A
	32.5	3.5	36.0					5.0	2.0	45.0	20.0	200	A
				$ 32.5	$ 31.9	$ 37.2	$ 42.0	5.0	3.0	45.0	12.0	175	A
				30.2	28.0	33.0	37.8	5.0	3.0	45.0	12.0	175	A
	29.9	0.5	30.4					5.0	2.0	50.0	20.0	150	A
	29.9	0.9	30.8					5.0	2.0	50.0	20.0	150	A
				29.5	26.0	29.9	33.8	5.0	3.0	45.0	12.0	150	A
				29.4	28.0	33.0	37.8	5.0	3.0	45.0	12.0	175	A
				29.4	26.0	29.9	33.8	5.0	3.0	45.0	12.0	150	A
				29.4	26.0	29.9	33.8	5.0	3.0	45.0	12.0	150	A
				29.3	29.4	33.4	37.6	5.0	3.0	45.0	12.0	150	A
				28.6	26.0	29.9	33.8	5.0	3.0	45.0	12.0	150	A
NO. IN POS: 141 WT'D AVG:	$ 30.4	$ 1.2	$ 31.6	$ 29.7									
NO. IN POS: 1012 $ 317.2 POSITION AVG:	$ 31.9	$ 1.8	$ 33.7	$ 27.7									

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0. 37	1. 17
Bonus Co's Total Comp	------	0. 40	1. 18
Nonbonus Co's Salary	-.-.-.	0. 27	1. 13



SURVEY POSITION #47 - ASSISTANT/CO-STORE
MANAGER

REGION #1 - NORTHEAST

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER
REGION #1 - NORTHEAST

SCOPE	BONUS COMPANIES			NONBONUS	SALARY RANGE			WORK SCHEDULE/PAY PRACTICES					
AVG WKLY MEAT SALES ($THOU)	SALARY	BONUS	TOTAL COMP	COMPANIES SALARY	MIN	MID	MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$50.0 AND ABOVE	$ 36.1	$ 2.8	$ 38.9		$ 28.7	$ 33.8	$ 38.8	5.0	2.0	45.0	10.0	210	210
				$ 32.0				5.5	1.0	44.0	26.0	E	E
				31.7	31.7	31.7	31.7	6.0	1.0	44.0	6.0	E	E
	31.7	13.6	45.3					5.0	1.0	44.0	15.0	200	2.5
				30.6	22.1	27.3	32.3	5.0	1.0	45.0			
				30.5	30.5	30.5	30.5	6.0	1.0	44.0	6.0	E	E
				29.8				5.0		40.0	15.0	F	E
				27.3				5.0		42.0		50	C
				26.8				5.0	2.0	40.0	3.0	F	F
				25.5				5.0	2.0	40.0	3.0	F	F
				25.0				5.0		42.0		50	C
NO. IN POS: 107													
$ 62.2 WT'D AVG:	$ 32.4	$ 11.8	$ 44.2	$ 30.5									
$49.9 TO $40.0	$ 34.8	$ 2.1	$ 36.9		$ 27.5	$ 32.3	$ 37.2	5.0	2.0	45.0	10.0	210	210
	31.7	11.7	43.4					5.0	1.0	44.0	15.0	200	2.5
				$ 30.1				5.2	1.0	43.0	20.0	E	E
				29.8				5.0		40.0	15.0	F	E
				26.8				5.0	2.0	40.0	3.0	F	F
				23.4				5.0		42.0		50	C
				21.4	20.2	21.5	22.9	5.0	2.0	40.0		0	E
NO. IN POS: 36													
$ 42.2 WT'D AVG:	$ 33.8	$ 5.1	$ 38.9	$ 26.3									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER
REGION #1 - NORTHEAST

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$39.9	$ 33.2	$ 1.8	$ 35.0		$ 27.5	$ 32.3	$ 37.2	5.0	2.0	45.0	10.0	210	210
TO				$ 33.2				5.0		42.0	12.0	F	E
$30.0				33.2				5.0		42.0	12.0	F	E
	31.7	9.4	41.1					5.0	1.0	44.0	15.0	200	2.5
				30.6	22.1	27.3	32.3	5.0	1.0	45.0			
				29.8				5.0		40.0	15.0	F	E
	26.0	0.0	26.0		25.3	25.7	26.0	5.0	2.0	43.0			
				25.2				5.0		40.0		E	E
				22.9				5.0		42.0		50	C
NO. IN POS: 73													
$ 35.7 WT'D AVG:	$ 27.1	$ 0.9	$ 28.0	$ 29.7									
$29.9				$ 33.2				5.0		42.0	12.0	F	E
TO	$ 31.7	$ 8.2	$ 39.9					5.0	1.0	44.0	15.0	200	2.5
$20.0	30.9	1.5	32.4		$ 25.9	$ 30.4	$ 35.0	5.0	2.0	45.0	10.0	210	210
				30.6	22.1	27.3	32.3	5.0	1.0	45.0			
				28.5				5.0	1.0	42.0	20.0	E	E
				26.8				5.0	2.0	40.0	3.0	F	F
				25.5				5.0	2.0	40.0	3.0	F	F
				24.3				5.0		40.0		E	E
				22.6	20.2	21.5	22.9	5.0	2.0	40.0		0	E
				22.4	20.2	21.5	22.9	5.0	2.0	40.0		0	E
				20.8				5.0		42.0		50	C
NO. IN POS: 89													
$ 26.1 WT'D AVG:	$ 31.2	$ 4.2	$ 35.4	$ 26.7									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER
REGION #1 - NORTHEAST

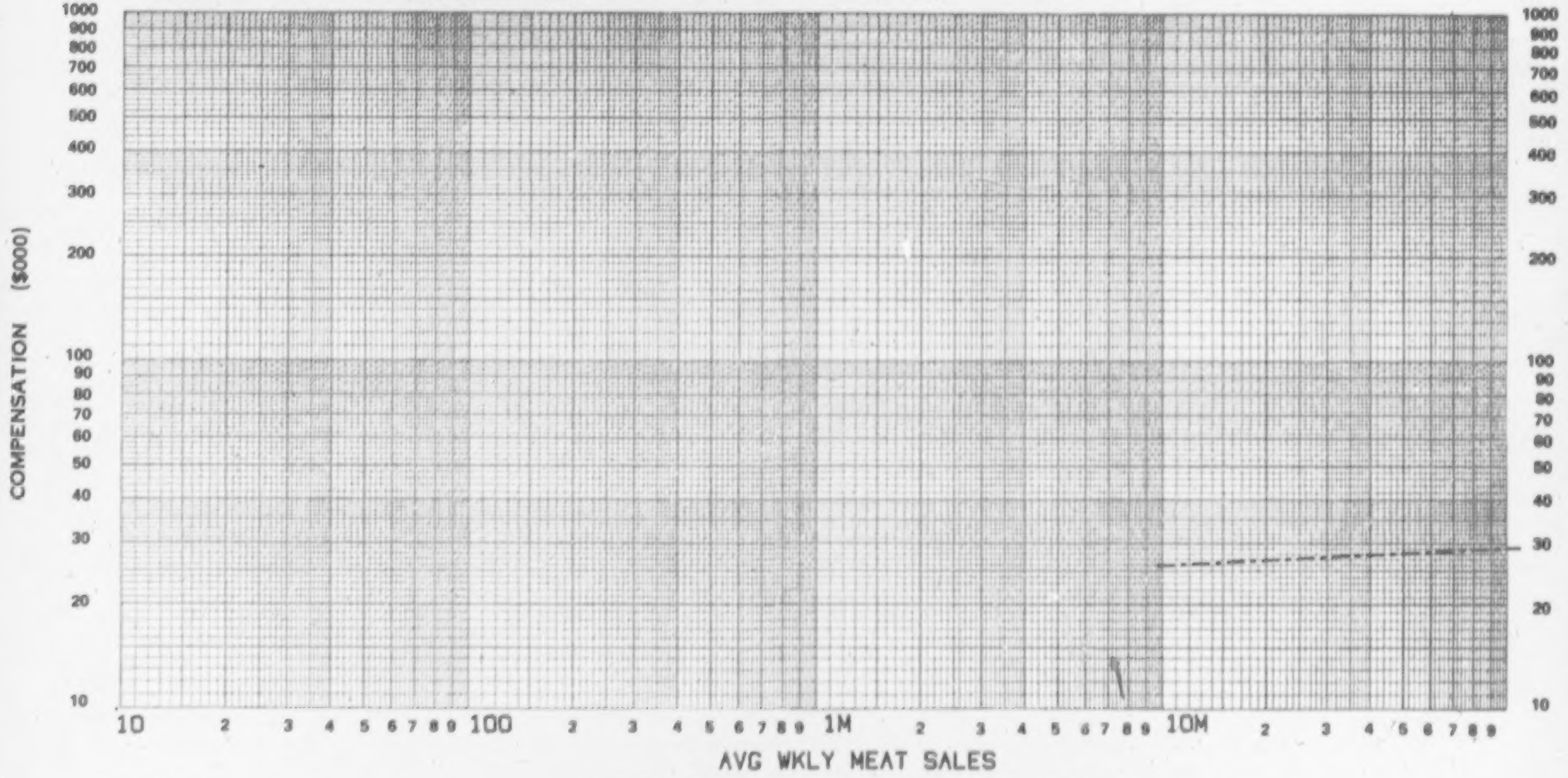
SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$19.9 AND BELOW				$ 33.2				5.0		42.0	12.0	F	E
				30.6				5.0		40.0		F	G
				30.6				5.0		40.0		F	G
				28.9				5.0	1.0	42.0	20.0	E	E
				28.2				5.0	1.0	42.0	20.0	E	E
				28.0	$ 20.7	$ 24.7	$ 28.4	5.0	1.0	45.0			
				26.4				5.0	2.0	40.0	3.0	F	F
				26.4				5.0	2.0	40.0	3.0	F	F
				26.2				5.0	1.0	45.0	26.0	E	E
				25.5				5.0	2.0	40.0	3.0	F	F
				25.5				5.0	2.0	40.0	3.0	F	F
				23.0				5.0		40.0		E	E
				22.1	20.2	21.5	22.9	5.0	2.0	40.0		O	E
				21.9				5.0		40.0		E	E
	$ 20.0	$ 4.0	$ 24.0		20.0	23.0	25.0	5.5		45.0	18.0	1.5	1.5
NO. IN POS: 197													
$ 14.4 WT'D AVG:	$ 20.0	$ 4.0	$ 24.0	$ 26.0									
NO SCOPE REPORTED				$ 35.0				5.0	1.0	45.0	13.0	F	E
				35.0				5.0	1.0	45.0	13.0	F	E
				35.0				5.0	1.0	45.0	13.0	F	E
				33.4				5.0		40.0		F	E
	$ 31.8	$ 3.1	$ 34.9		$ 20.3	$ 27.0	$ 33.7	5.7	1.0	50.0	1.0	B	B
				31.7				5.0		42.5	10.0	F	E
				31.7				5.0		42.5	10.0	F	E
				31.7				5.0		42.5	10.0	F	E
				30.4				5.0		40.0			
NO. IN POS: 144													
WT'D AVG:	$ 31.8	$ 3.1	$ 34.9	$ 33.6									
NO. IN POS: 646													
$ 31.8 POSITION AVG:	$ 28.9	$ 2.8	$ 31.7	$ 29.0									

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———		
Bonus Co's Total Comp	- - - - - -		
Nonbonus Co's Salary	-.-.-.-.	0.05	1.14



SURVEY POSITION #48 - MEAT DEPARTMENT MANAGER

REGION #1 - NORTHEAST

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 53 - PHARMACY MANAGER

REGION #1 - NORTHEAST

Responsible for the management and operation of the store's pharmacy department, including prescriptions, inventory control, customer and employee relations, compliance with regulatory agencies and company policies. Must be a registered pharmacist. May be considered to be the assistant store manager.

SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$50.0					$ 45.0			
AND BELOW	MANAGER				41.2			
	ASST. V.P./DIR				38.8	$ 26.7	$ 34.0	$ 41.3
	MANAGER				37.8			
	MANAGER				37.1			
	MANAGER				35.1			
	MANAGER	$ 33.2	$ 0.7	$ 33.9				
	MANAGER	33.2	0.7	33.9				
	NO IN POSITION: 101							
$ 13.1	WEIGHTED GROUP AVG:	$ 33.2	$ 0.7	$ 33.9	$ 39.3			
NO SCOPE REPORTED	VICE PRESIDENT	$ 41.8	$ 0.0	$ 41.8		$ 39.6	$ 52.7	$ 65.9
	MANAGER				$ 31.2	28.1	31.2	34.3
	NO IN POSITION: 3							
	WEIGHTED GROUP AVG:	$ 41.8	$ 0.0	$ 41.8	$ 31.2			
	NO IN POSITION: 104							
$ 13.1	POSITION AVERAGE:	$ 36.1	$ 0.4	$ 36.5	$ 39.1			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 54 - PHARMACIST

REGION #1 - NORTHEAST

Responsible for the efficient, ethical and lawful compounding and dispensing of prescription pharmaceuticals. Advises customers on the use and storage of prescription and non-prescription drugs. Orders and maintains supply of drugs, chemicals, and other pharmaceutical stock.

SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$50.0 AND BELOW	MANAGER				$ 37.3			
	MANAGER				36.6			
	ASST. V.P./DIR				35.3	$ 26.7	$ 34.0	$ 41.3
	MANAGER				35.0			
	MANAGER				34.2			
	MANAGER				32.9			
	MANAGER				30.0			
	MANAGER				28.5			
	NO IN POSITION: 80							
$ 12.1	WEIGHTED GROUP AVG:				$ 34.1			
NO SCOPE REPORTED	MANAGER				$ 26.0	$ 25.0	$ 27.6	$ 30.2
	NO IN POSITION: 88							
$ 12.1	POSITION AVERAGE:				$ 33.4			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 25 - GROCERY MERCHANDISER

REGION #2 - N. E. CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$1000.0 AND BELOW	SENIOR V.P.	$ 72.0	$ 0.0	$ 72.0				
	VICE PRESIDENT	52.0	13.5	65.5		$ 45.6	$ 55.2	$ 64.9
	VICE PRESIDENT	43.0	14.0	57.0				
	ASST. V.P./DIR				$ 41.7			
	GROUP EXEC.				41.6			
	EXEC. V.P.	40.3	10.1	50.4				
	DIV. V.P./MGR.	36.4	3.0	39.4		35.5	44.4	53.3
	SENIOR V.P.				35.9			
	MANAGER				30.0			
	MANAGER	28.5	0.0	28.5				
					24.6	19.9	24.9	29.9
	NO IN POSITION: 17							
$ 193.3	WEIGHTED GROUP AVG:	$ 45.4	$ 6.7	$ 52.1	$ 30.7			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 58.7	$ 12.1	$ 70.8		$ 47.9	$ 59.9	$ 71.9
	DIV. V.P./MGR.				$ 33.6	28.6	34.6	40.6
	NO IN POSITION: 12							
	WEIGHTED GROUP AVG:	$ 58.7	$ 12.1	$ 70.8	$ 33.6			
	NO IN POSITION: 29							
$ 193.3	POSITION AVERAGE:	$ 51.4	$ 9.2	$ 60.6	$ 31.8			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 26 - MEAT MERCHANDISER

REGION #2 - N. E. CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$250.0 AND BELOW	VICE PRESIDENT	$ 83.0	$ 0.0	$ 83.0				
	VICE PRESIDENT	57.0	14.5	71.5		$ 45.6	$ 55.2	$ 64.9
	DIV. V.P./MGR.	46.2	5.0	51.2		35.5	44.4	53.3
	VICE PRESIDENT	43.0	14.0	57.0				
	VICE PRESIDENT				$ 39.6	25.7	32.1	38.5
	EXEC. V.P.	39.3	5.2	44.5				
	VICE PRESIDENT				38.0			
	ASST. V.P./DIR				31.2			
	MANAGER	30.0	0.0	30.0				
	GROUP EXEC.	29.8	1.5	31.3				
	MANAGER				28.0			
	NO IN POSITION: 16							
$ 49.2	WEIGHTED GROUP AVG:	$ 43.1	$ 4.8	$ 47.9	$ 33.7			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 56.6	$ 9.7	$ 66.3		$ 47.9	$ 59.9	$ 71.9
	DIV. V.P./MGR.				$ 31.8	28.6	34.6	40.6
	NO IN POSITION: 10							
	WEIGHTED GROUP AVG:	$ 56.6	$ 9.7	$ 66.3	$ 31.8			
	NO IN POSITION: 26							
$ 49.2	POSITION AVERAGE:	$ 47.9	$ 6.6	$ 54.5	$ 32.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 27 - PRODUCE MERCHANDISER

REGION #2 - N. E. CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL PRODUCE SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$225.0	VICE PRESIDENT	$ 57.4	$ 15.2	$ 72.6		$ 45.6	$ 55.2	$ 64.9
AND BELOW	VICE PRESIDENT	52.0	0.0	52.0				
	EXEC. V.P.	45.2	18.1	63.3				
	DIV. V.P./MGR.	40.5	5.0	45.5		24.6	30.8	36.9
	VICE PRESIDENT				$ 40.3	21.6	27.0	32.4
	VICE PRESIDENT	37.0	10.0	47.0				
	VICE PRESIDENT				32.5			
	ASST. V.P./DIR				28.9			
	NO IN POSITION: 9							
$ 45.0	WEIGHTED GROUP AVG:	$ 46.4	$ 9.7	$ 56.1	$ 32.7			
NO SCOPE	ASST. V.P./DIR	$ 55.4	$ 11.3	$ 66.7		$ 47.9	$ 59.9	$ 71.9
REPORTED	DIV. V.P./MGR.				$ 31.5	28.6	34.6	40.6
	GROUP EXEC.	22.6	1.7	24.3				
	NO IN POSITION: 16							
	WEIGHTED GROUP AVG:	$ 43.1	$ 7.7	$ 50.8	$ 31.5			
	NO IN POSITION: 25							
$ 45.0	POSITION AVERAGE:	$ 44.4	$ 8.4	$ 52.8	$ 31.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 29 - DAIRY MERCHANDISER

REGION #2 - N. E. CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL DAIRY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$150.0 AND BELOW	DIV. V.P./MGR.	$ 36.9	$ 5.0	$ 41.9		$ 35.5	$ 44.4	$ 53.3
	VICE PRESIDENT	30.0	32.0	62.0				
	ASST. V.P./DIR				$ 29.0			
	MANAGER	23.0	0.0	23.0				
	NO IN POSITION: 4							
$ 58.9	WEIGHTED GROUP AVG:	$ 30.0	$ 12.3	$ 42.3	$ 29.0			
	NO IN POSITION: 4							
$ 58.9	POSITION AVERAGE:	$ 30.0	$ 12.3	$ 42.3	$ 29.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 30 - NONFOOD MERCHANDISER

REGION #2 - N. E. CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL NONFOOD SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$150.0 AND BELOW	VICE PRESIDENT	$ 68.0	$ 0.0	$ 68.0				
	VICE PRESIDENT	48.0	12.2	60.2		$ 37.1	$ 44.4	$ 51.8
	VICE PRESIDENT	41.5	13.5	55.0				
	SENIOR V.P.				$ 40.8			
	DIV. V.P./MGR.	34.1	1.0	35.1		35.5	44.4	53.3
	ASST. V.P./DIR				31.0			
	VICE PRESIDENT				27.3	19.4	24.3	29.2
	MANAGER				18.0			
	NO IN POSITION: 14							
$ 22.3	WEIGHTED GROUP AVG:	$ 47.9	$ 6.7	$ 54.6	$ 23.8			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 65.7	$ 14.5	$ 80.2		$ 49.4	$ 59.9	$ 71.9
	ASST. V.P./DIR	54.4	10.6	65.0		32.4	40.5	48.6
	DIV. V.P./MGR.				$ 27.9	22.1	27.8	33.5
	NO IN POSITION: 19							
	WEIGHTED GROUP AVG:	$ 60.1	$ 12.5	$ 72.6	$ 27.9			
	NO IN POSITION: 33							
$ 22.3	POSITION AVERAGE:	$ 56.0	$ 10.6	$ 66.6	$ 26.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 31 - DELI MERCHANDISER

REGION #2 - N. E. CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL DELI SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$150.0 AND BELOW	CEO/PRESIDENT	$ 77.0	$ 0.0	$ 77.0				
	DIV. V.P./MGR.	42.6	5.0	47.6		$ 31.2	$ 39.0	$ 46.7
	VICE PRESIDENT	42.5	10.7	53.2		37.1	44.4	51.8
	VICE PRESIDENT	41.5	13.0	54.5				
	GROUP EXEC.	35.4	2.1	37.5				
	EXEC. V.P.	33.8	11.3	45.1				
	MANAGER	33.5	30.0	63.5				
	ASST. V.P./DIR				$ 28.0			
	NO IN POSITION:	8						
$ 38.0	WEIGHTED GROUP AVG:	$ 43.8	$ 10.3	$ 54.1	$ 28.0			
NO SCOPE REPORTED	SENIOR V.P.				$ 35.0			
	MANAGER				35.0			
	DIV. V.P./MGR.				31.0	$ 28.6	$ 34.6	$ 40.4
	GROUP EXEC.	$ 29.2	$ 1.5	$ 30.7				
	MANAGER	26.5	0.0	26.5				
	NO IN POSITION:	10						
	WEIGHTED GROUP AVG:	$ 27.9	$ 0.7	$ 28.6	$ 32.0			
	NO IN POSITION:	18						
$ 38.0	POSITION AVERAGE:	$ 40.2	$ 8.2	$ 48.4	$ 31.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 32 - BAKERY MERCHANDISER

REGION #2 - N. E. CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL BAKERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$50.0 AND BELOW	CEO/PRESIDENT	$ 69.3	$ 0.0	$ 69.3				
	GROUP EXEC.	43.9	2.7	46.6				
	VICE PRESIDENT				$ 42.1	$ 27.9	$ 34.8	$ 41.8
	EXEC. V.P.	35.1	11.2	46.3				
	MANAGER	33.0	6.0	39.0				
	ASST. V.P./DIR				30.4			
	MANAGER	25.5	0.0	25.5				
	NO IN POSITION: 7							
$ 13.0	WEIGHTED GROUP AVG:	$ 41.4	$ 3.9	$ 45.3	$ 36.3			
NO SCOPE REPORTED	SENIOR V.P.				$ 40.7			
	NO IN POSITION: 8							
$ 13.0	POSITION AVERAGE:	$ 41.4	$ 3.9	$ 45.3	$ 37.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 33 - GROCERY BUYER

REGION #2 - N. E. CENTRAL

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL GROCERY PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$125.0	DIV. V.P./MGR.				$ 39.3	$ 27.9	$ 34.8	$ 41.8
AND BELOW	DIV. V.P./MGR.	$ 39.0	$ 3.5	$ 42.5		24.6	30.8	39.8
	ASST. V.P./DIR	38.0	7.5	45.5				
	GROUP EXEC.				33.8			
	MANAGER	33.7	6.1	39.8		27.8	37.0	45.6
	VICE PRESIDENT				33.5			
	ASST. V.P./DIR				31.6			
	MANAGER				30.0			
	ASST. V.P./DIR	29.9	4.2	34.1		26.7	30.0	34.3
					25.3	20.0	27.0	32.0
	MANAGER	23.9	5.2	29.1				
	DIST.MANAGER	22.1	1.0	23.1				
	MANAGER	21.7	0.0	21.7		19.0	29.0	39.0
	NO IN POSITION: 46							
$ 60.7	WEIGHTED GROUP AVG:	$ 29.4	$ 3.7	$ 33.1	$ 32.4			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 33 - GROCERY BUYER

REGION #2 - N. E. CENTRAL

SCOPE ANNUAL GROCERY PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
NO SCOPE REPORTED	MANAGER				$ 41.2	$ 32.4	$ 40.5	$ 48.6
	VICE PRESIDENT				36.2			
	CEO/PRESIDENT	$ 36.0	$ 7.7	$ 43.7				
	ASST. V.P./DIR				34.4	28.6	34.6	40.4
	GROUP EXEC.	29.0	2.2	31.2				
	NO IN POSITION: 32							
	WEIGHTED GROUP AVG:	$ 31.3	$ 4.1	$ 35.4	$ 37.5			
	NO IN POSITION: 78							
$ 60.7	POSITION AVERAGE:	$ 29.6	$ 3.7	$ 33.3	$ 35.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 34 - MEAT BUYER

REGION #2 - N. E. CENTRAL

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE		BONUS COMPANIES			NONBONUS	SALARY RANGE		
ANNUAL MEAT PURCHASE ($MIL)	REPORTS TO	SALARY	BONUS	TOTAL COMP	COMPANIES SALARY	MIN	MID	MAX
$100.0	MANAGER	$ 37.0	$ 4.4	$ 41.4		$ 27.8	$ 37.0	$ 45.6
AND BELOW	VICE PRESIDENT				$ 35.6			
	DIV. V.P./MGR.	35.0	3.0	38.0		22.7	34.8	36.9
	ASST. V.P./DIR	33.7	6.3	40.0		30.6	35.8	41.9
	DIV. V.P./MGR.				33.0	27.9	34.8	41.8
					33.0	20.0	27.0	32.0
	MANAGER	32.5	11.0	43.5				
	ASST. V.P./DIR				31.7			
	MANAGER	31.1	0.0	31.1		29.6	31.1	32.6
	MANAGER				26.5			
	GROUP EXEC.				18.7			
	NO IN POSITION: 17							
$ 37.0	WEIGHTED GROUP AVG:	$ 33.6	$ 4.3	$ 37.9	$ 30.0			
NO SCOPE	VICE PRESIDENT				$ 48.2			
REPORTED	MANAGER	$ 44.5	$ 5.6	$ 50.1		$ 32.4	$ 40.5	$ 48.6
	ASST. V.P./DIR				35.8	28.6	34.6	40.4
	CEO/PRESIDENT	33.0	10.4	43.4				
	GROUP EXEC.	25.2	1.8	27.0				
	NO IN POSITION: 10							
	WEIGHTED GROUP AVG:	$ 39.4	$ 5.7	$ 45.1	$ 38.9			
	NO IN POSITION: 27							
$ 37.0	POSITION AVERAGE:	$ 36.1	$ 4.9	$ 41.0	$ 32.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 35 - PRODUCE BUYER

REGION #2 - N. E. CENTRAL

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL PRODUCE PURCH ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$75.0	DIV. V.P./MGR.				$ 40.7	$ 27.9	$ 34.8	$ 41.8
AND BELOW	DIV. V.P./MGR.	$ 36.6	$ 3.0	$ 39.6		24.6	30.8	39.8
	ASST. V.P./DIR	34.8	5.4	40.2		26.7	30.0	34.3
					32.0	20.0	27.0	32.0
	MANAGER	30.9	3.0	33.9				
	ASST. V.P./DIR				29.1			
	MANAGER	28.0	0.0	28.0		23.0	28.8	34.5
	NO IN POSITION: 13							
$ 23.1	WEIGHTED GROUP AVG:	$ 31.4	$ 1.8	$ 33.2	$ 34.3			
NO SCOPE	MANAGER	$ 41.1	$ 4.8	$ 45.9		$ 32.4	$ 40.5	$ 48.6
REPORTED	VICE PRESIDENT				$ 38.0			
	ASST. V.P./DIR				33.9	28.6	34.6	40.4
	GROUP EXEC.	27.0	1.5	28.5				
	NO IN POSITION: 16							
	WEIGHTED GROUP AVG:	$ 38.3	$ 4.1	$ 42.4	$ 36.1			
	NO IN POSITION: 29							
$ 23.1	POSITION AVERAGE:	$ 34.0	$ 2.7	$ 36.7	$ 35.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 36 - FROZEN FOODS BUYER

REGION #2 - N. E. CENTRAL

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNL FROZ FOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$75.0 AND BELOW	MANAGER				$ 30.5			
	ASST. V.P./DIR				30.3			
	ASST. V.P./DIR	$ 29.8	$ 4.2	$ 34.0		$ 26.7	$ 30.0	$ 34.3
	VICE PRESIDENT				29.3			
	MANAGER	27.5	4.4	31.9		27.8	37.0	45.6
	MANAGER	24.0	0.0	24.0				
					23.0	20.0	27.0	32.0
	NO IN POSITION: 7							
$ 22.7	WEIGHTED GROUP AVG:	$ 27.1	$ 2.9	$ 30.0	$ 28.3			
NO SCOPE REPORTED	GROUP EXEC.	$ 30.0	$ 2.0	$ 32.0				
	NO IN POSITION: 8							
$ 22.7	POSITION AVERAGE:	$ 27.8	$ 2.7	$ 30.5	$ 28.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 37 - DAIRY BUYER

REGION #2 - N. E. CENTRAL

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL DAIRY PURCH. ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$50.0 AND BELOW	VICE PRESIDENT				$ 36.2			
	MANAGER				32.0			
	ASST. V.P./DIR				31.5			
	ASST. V.P./DIR	$ 29.8	$ 4.2	$ 34.0		$ 26.7	$ 30.0	$ 34.3
	NO IN POSITION: 4							
$ 19.7	WEIGHTED GROUP AVG:	$ 29.8	$ 4.2	$ 34.0	$ 33.2			
NO SCOPE REPORTED	GROUP EXEC.				$ 26.0			
	NO IN POSITION: 5							
$ 19.7	POSITION AVERAGE:	$ 29.8	$ 4.2	$ 34.0	$ 31.4			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 38 - NONFOOD BUYER

REGION #2 - N. E. CENTRAL

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL NONFOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$25.0 AND BELOW	ASST. V.P./DIR	$ 38.0	$ 10.5	$ 48.5				
	MANAGER	35.5	4.4	39.9		$ 27.8	$ 37.0	$ 45.6
	DIST.MANAGER	31.2	4.0	35.2				
	ASST. V.P./DIR	28.0	4.5	32.5		26.7	30.0	34.3
	ASST. V.P./DIR				$ 27.3			
	MANAGER	27.0	0.0	27.0		22.3	29.4	36.5
	DIV. V.P./MGR.	26.2	3.0	29.2		24.6	30.8	36.9
	VICE PRESIDENT				19.8			
	NO IN POSITION: 17							
$ 17.3	WEIGHTED GROUP AVG:	$ 30.2	$ 4.0	$ 34.2	$ 22.3			
NO SCOPE REPORTED	VICE PRESIDENT				$ 44.9			
	MANAGER				42.8	$ 32.4	$ 40.5	$ 48.6
	DIV. V.P./MGR.				32.2	28.6	34.6	40.4
	GROUP EXEC.	$ 24.3	$ 1.7	$ 26.0				
	NO IN POSITION: 17							
	WEIGHTED GROUP AVG:	$ 24.3	$ 1.7	$ 26.0	$ 38.2			
	NO IN POSITION: 34							
$ 17.3	POSITION AVERAGE:	$ 29.7	$ 3.8	$ 33.5	$ 33.8			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 45 - DISTRICT MANAGER

REGION #2 - N. E. CENTRAL

Responsible for the management and profitable operation of all stores in assigned district. Directs store managers to achieve maximum sales and profits from each store. Plans and directs store operating activities necessary to assure conformity with established sales and merchandising programs. Forecasts store sales, expenses, and operating profits. Keeps abreast of competitive activities in assigned geographic area.

SCOPE		BONUS COMPANIES			NONBONUS	SALARY RANGE		
ANN'L DISTRICT SALES ($MIL)	REPORTS TO	SALARY	BONUS	TOTAL COMP	COMPANIES SALARY	MIN	MID	MAX
$90.0	ASST. V.P./DIR	$ 56.4	$ 0.0	$ 56.4		$ 46.9	$ 59.4	$ 71.9
AND ABOVE	DIV. V.P./MGR.				$ 50.9	39.8	49.8	59.8
	DIV. V.P./MGR.				44.1	39.8	49.8	59.8
	DIV. V.P./MGR.				44.1	39.8	49.8	59.8
	DIV. V.P./MGR.	40.4	3.4	43.8		35.5	44.4	53.2
	ASST. V.P./DIR	40.0	16.0	56.0				
	VICE PRESIDENT	35.0	65.0	100.0				
	NO IN POSITION: 21							
$ 132.4	WEIGHTED GROUP AVG:	$ 40.0	$ 19.2	$ 59.2	$ 45.8			
$89.9	CEO/PRESIDENT	$ 52.9	$ 10.0	$ 62.9				
AND BELOW	CEO/PRESIDENT	52.9	10.0	62.9				
	CEO/PRESIDENT	43.9	10.0	53.9				
	SENIOR V.P.				$ 41.5			
	SENIOR V.P.				39.8			
	SENIOR V.P.				39.0			
	NO IN POSITION: 11							
$ 53.0	WEIGHTED GROUP AVG:	$ 49.9	$ 10.0	$ 59.9	$ 40.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 45 - DISTRICT MANAGER

REGION #2 - N. E. CENTRAL

SCOPE ANN'L DISTRICT SALES ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
NO SCOPE REPORTED	DIV. V.P./MGR.	$ 62.0	$ 12.8	$ 74.8		$ 47.9	$ 59.9	$ 71.9
	REG. V.P./MGR.	60.0	0.0	60.0				
	VICE PRESIDENT	39.4	6.2	45.6		33.6	40.1	46.5
	NO IN POSITION: 52							
	WEIGHTED GROUP AVG:	$ 58.6	$ 9.9	$ 68.6				
	NO IN POSITION: 84							
$ 105.1	POSITION AVERAGE:	$ 53.9	$ 12.1	$ 66.0	$ 42.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #2 - N. E. CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$300.0 AND ABOVE	$ 44.5	$ 4.4	$ 48.9		$ 30.0	$ 40.0	$ 48.0		2.0	46.0	1.0	B	B
	41.8	0.0	41.8		36.0	44.9	53.7	5.0	2.0	50.0	17.0	215	215
	40.8	4.5	45.3					5.3		48.8	1.2	B	
	40.0	5.0	45.0		35.0	42.0	50.0	5.5	.5	45.0			
	39.6	1.8	41.4		37.7	39.8	40.3	5.0	2.5	50.0	13.0	100	C
	39.4	5.4	44.8										
	37.6	8.9	46.5					5.0	2.0	46.0	13.0	B	B
	33.0	8.3	41.3		31.0	33.5	36.0	6.0	1.0	50.0	1.0	B	B
NO. IN POS: 48													
$ 384.3 WT'D AVG:	$ 37.8	$ 5.6	$ 43.4										
$299.9 TO $200.0				$ 43.6	$ 36.7	$ 40.6	$ 44.2	5.0	2.0	45.0	10.0	240	C
	$ 38.3	$ 4.6	$ 42.9										
	38.0	6.4	44.4					5.6		48.1	1.9	B	
	37.8	0.0	37.8		33.5	41.6	49.6	5.0	2.0	50.0	17.0	215	215
	36.1	8.2	44.3					5.0	2.0	46.0	13.0	B	B
	36.0	4.0	40.0		30.0	36.0	42.0	5.5	.5	45.0			
	35.8	1.7	37.5		34.3	35.8	37.2	5.0	2.5	50.0		C	C
	30.8	1.9	32.7		30.2	32.0	33.8	6.0	1.0	50.0	1.0	B	B
	28.1	0.0	28.1					5.5	1.0	50.0	12.0	B	B
NO. IN POS: 45													
$ 250.5 WT'D AVG:	$ 36.4	$ 5.0	$ 41.4	$ 43.6									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #2 - N. E. CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$199.9				$ 40.8	$ 36.7	$ 40.6	$ 44.2	5.0	2.0	45.0	10.0	240	C
TO	$ 39.3	$ 11.4	$ 50.7					5.6		46.2	3.8	B	
$100.0				38.9	34.8	38.5	41.6	5.0	2.0	45.0	10.0	240	C
	37.7	4.2	41.9										
	37.0	0.0	37.0		28.9	35.6	42.3	5.0	2.0	50.0	17.0	215	215
	36.2	3.4	39.6										
	35.1	0.0	35.1		31.2	38.5	45.8	5.0	2.0	50.0	17.0	215	215
	34.6	5.3	39.9					5.0	2.0	46.0	13.0	B	B
	34.0	5.5	39.5					5.0	2.0	46.0	13.0	B	B
	33.8	1.1	34.9					5.5		45.0	5.0	B	
				33.4				5.0	3.0	45.0	24.0	185	185
				32.5	20.5	30.1	33.0	6.0		50.0	40.0	B	B
				31.5				5.0	3.0	45.0	24.0	185	185
				30.5	20.5	30.1	33.0	6.0		50.0	40.0	B	B
	29.2	3.5	32.7					5.5	1.0	50.0	12.0	B	B
	28.1	1.7	29.8					5.5	1.0	50.0	12.0	B	B
				26.0				6.0	2.0	52.0			
NO. IN POS: 97													
$ 140.9 WT'D AVG:	$ 35.9	$ 3.7	$ 39.6	$ 32.4									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #2 - N. E. CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$99.9				$ 39.3	$ 33.3	$ 36.4	$ 39.5	5.0	2.0	45.0	10.0	240	C
AND BELOW	$ 37.1	$ 4.0	$ 41.1										
	36.2	2.1	38.3										
	34.0	5.4	39.4					5.0	2.0	46.0	13.0	B	B
				29.8				5.0	3.0	45.0	24.0	185	185
	28.7	0.0	28.7					5.5	1.0	50.0	12.0	B	B
	28.2	3.7	31.9					5.5	1.0	50.0	12.0	B	B
	28.1	0.3	28.4					5.5	1.0	50.0	12.0	B	B
				26.9				5.0	3.0	45.0	24.0	185	185
				26.5	20.5	30.1	33.0	6.0		50.0	40.0	B	B
				22.5	20.5	30.1	33.0	6.0		50.0	40.0	B	B
				22.5	20.5	30.1	33.0	6.0		50.0	40.0	B	B
				20.9				5.0	3.0	45.0	24.0	185	185
NO. IN POS: 82													
$ 70.4 WT'D AVG:	$ 31.0	$ 1.8	$ 32.8	$ 26.4									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

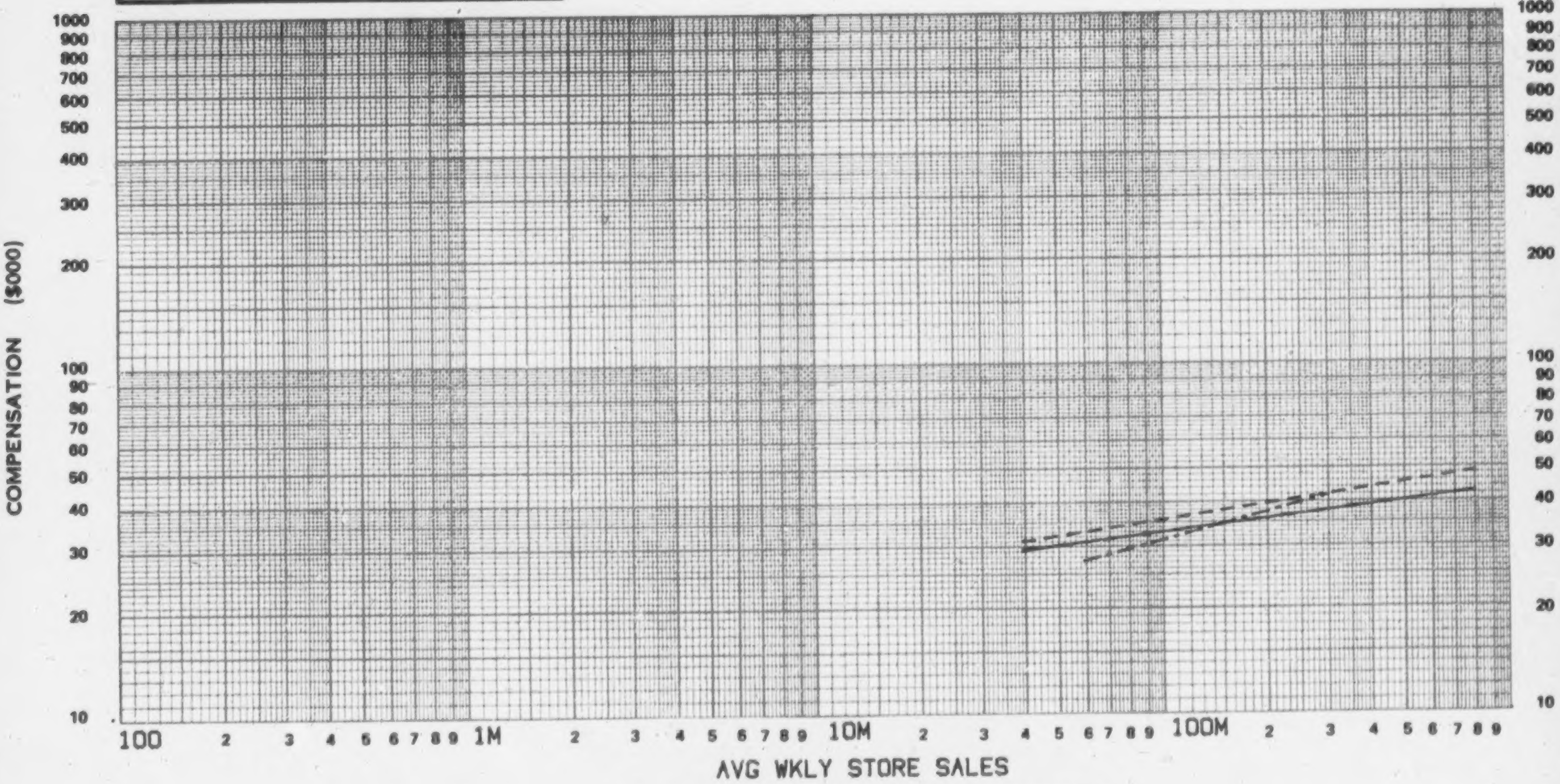
REGION #2 - N. E. CENTRAL

SCOPE	BONUS COMPANIES			NONBONUS	SALARY RANGE			WORK SCHEDULE/PAY PRACTICES					
AVG WKLY STORE SALES ($THOU)	SALARY	BONUS	TOTAL COMP	COMPANIES SALARY	MIN	MID	MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
NO SCOPE REPORTED	$ 47.3	$ 0.0	$ 47.3										
	45.7	0.0	45.7										
	44.2	0.0	44.2										
	43.9	0.0	43.9										
	42.0	8.2	50.2					5.5	1.0	55.0	1.0		
	40.8	0.0	40.8		$ 41.7	$ 45.5	$ 50.1	6.0	3.0	50.0			
	36.0	6.7	42.7					5.5	1.0	55.0	1.0		
	35.0	0.0	35.0		37.9	41.7	45.5	6.0	3.0	50.0			
	34.7	4.2	38.9					5.5	1.0	55.0	1.0		
	34.2	0.0	34.2		34.1	37.9	41.7	6.0	3.0	50.0			
	33.1	5.2	38.3					5.0	2.0	50.0	17.0	195	195
	32.6	3.3	35.9					5.0	2.0	50.0	17.0	195	195
	32.3	5.0	37.3					5.0	2.0	50.0	17.0	195	195
	32.1	3.0	35.1					5.5	1.0	55.0	1.0		
	31.6	4.1	35.7					5.0	2.0	50.0	17.0	195	195
	31.1	4.2	35.3					5.0	2.0	50.0	17.0	195	195
	30.4	0.0	30.4		30.3	34.1	37.9	6.0	3.0	50.0			
	30.1	2.8	32.9					5.5	1.0	55.0	1.0		
				$ 28.4				5.0	3.0	50.0	18.0	B	B
				25.8				5.0	3.0	50.0	18.0	B	B
				23.4				5.0	3.0	50.0	18.0	B	B
				22.5				5.0	3.0	50.0	18.0	B	B
				20.0				5.0	3.0	50.0	18.0	B	B
NO. IN POS: 275													
WT'D AVG:	$ 38.0	$ 1.9	$ 39.9	$ 24.0									
NO. IN POS: 547													
$ 180.7 POSITION AVG:	$ 37.4	$ 2.8	$ 40.2	$ 28.7									

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———	0.45	1.10
Bonus Co's Total Comp ------	0.42	1.12
Nonbonus Co's Salary —.—.—.	0.34	1.16

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #46 - STORE MANAGER

REGION #2 - N. E. CENTRAL

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #2 - N. E. CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$275.0	$ 40.0	$ 1.0	$ 41.0		$ 25.5	$ 34.0	$ 43.5	5.5	2.0	46.0	1.0	B	B
AND ABOVE	32.8	0.0	32.8		25.9	32.5	39.1	5.0	2.0	45.0	17.0	215	215
	31.9	4.6	36.5					5.0	2.0	46.0	13.0	B	B
	29.2	1.1	30.3		28.3	29.4	29.9	5.0	2.5	50.0	13.0	100	C
				$ 28.5									
	27.6	1.5	29.1					5.0		47.2	2.8	B	
	26.3	0.0	26.3					6.0	5.0	50.0	3.0	B	B
NO. IN POS: 47													
$ 385.9 WT'D AVG:	$ 29.2	$ 1.3	$ 30.5	$ 28.5									
$274.9	$ 33.4	$ 0.0	$ 33.4		$ 25.9	$ 32.5	$ 39.1	5.0	2.0	45.0	17.0	215	215
TO				$ 33.3	29.1	31.7	33.8	5.0	2.0	45.0	10.0	240	C
$175.0	31.5	0.0	31.5		24.1	30.1	36.1	5.0	2.0	45.0	17.0	215	215
	31.5	4.1	35.6					5.0	2.0	46.0	13.0	B	B
	30.4	1.8	32.2					5.0	2.0	46.0	13.0	B	B
	28.9	0.9	29.8					5.0	2.5	50.0		C	C
				28.8	20.0	24.9	28.8	6.0	6.0	50.0	45.0		
				28.8									
	27.6	3.1	30.7					5.0		50.0		B	
	27.4	0.0	27.4					6.0	5.0	50.0	3.0	B	B
	26.6	1.6	28.2					5.0		48.0	2.0	B	
				26.3				5.0	3.0	45.0	24.0	170	170
	24.0	2.0	26.0		20.0	24.0	28.0	5.5	.5	48.0	40.0		
NO. IN POS: 53													
$ 238.9 WT'D AVG:	$ 29.7	$ 2.3	$ 32.0	$ 29.2									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #2 - N. E. CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$174.9	$ 34.5	$ 0.0	$ 34.5		$ 24.1	$ 30.1	$ 36.1	5.0	2.0	45.0	17.0	215	215
AND BELOW				$ 31.8	27.3	30.2	32.2	5.0	2.0	45.0	10.0	240	C
				30.2	27.3	30.2	32.2	5.0	2.0	45.0	10.0	240	C
	30.0	2.9	32.9					5.0	2.0	46.0	13.0	B	B
	30.0	1.6	31.6					5.0	2.0	46.0	13.0	B	B
				29.1	25.7	28.6	30.7	5.0	2.0	45.0	10.0	240	C
				28.2									
				28.2									
				27.7									
				26.7									
				26.3				5.0	3.0	45.0	24.0	170	170
				25.9				5.0	3.0	45.0	24.0	170	170
				25.8				5.0	3.0	45.0	24.0	170	170
	25.2	1.3	26.5					5.0		50.0		B	
				25.2	20.0	24.9	28.8	6.0	6.0	50.0	45.0		
				25.0	20.0	24.9	28.8	6.0	6.0	50.0	45.0		
				22.0	20.0	24.9	28.8	6.0	6.0	50.0	45.0		
				21.5	20.0	24.9	28.8	6.0	6.0	50.0	45.0		
				18.8				5.0	3.0	45.0	24.0	170	170
				14.0				5.0	3.0	45.0	24.0	170	170
NO. IN POS: 139													
$ 110.7 WT'D AVG:	$ 29.9	$ 1.5	$ 31.4	$ 25.3									

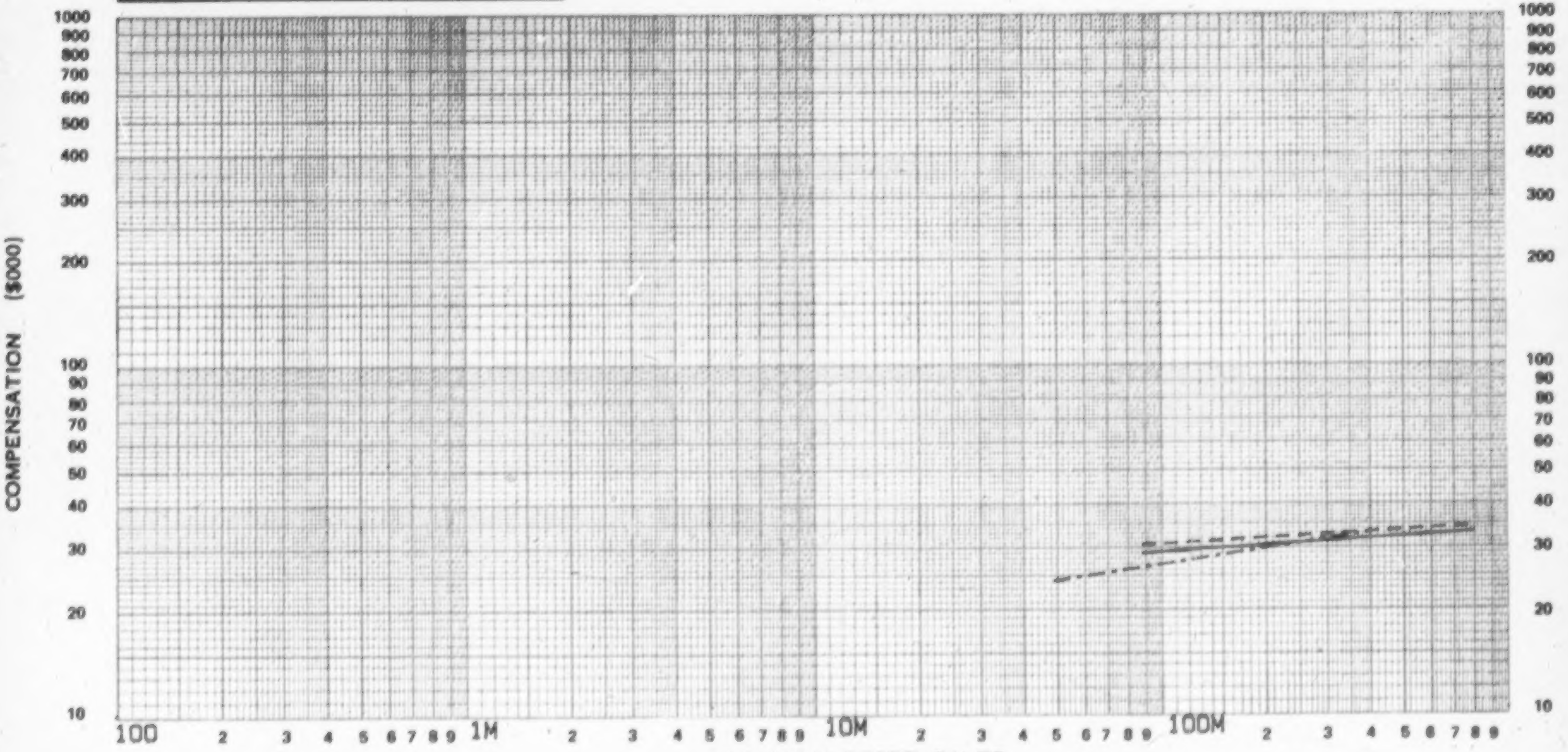
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #2 - N. E. CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
NO SCOPE	$ 42.9	$ 0.0	$ 42.9										
REPORTED				$ 31.3	$ 18.5	$ 24.4	$ 30.3	6.0	4.0	55.0			
	29.7	4.5	34.2					5.0	2.0	50.0	17.0	195	195
	29.3	4.2	33.5					5.0	2.0	50.0	17.0	195	195
				28.9				5.5	1.0			E	F
	28.8	4.1	32.9					5.0	2.0	50.0	17.0	195	195
	28.5	3.8	32.3					5.0	2.0	50.0	17.0	195	195
	27.6	3.1	30.7					5.0	2.0	50.0	17.0	195	195
				27.0	18.5	24.4	30.3	6.0	4.0	55.0			
				26.2				5.5	1.0			E	F
				25.1				5.5	1.0			E	F
				24.5	18.5	24.5	30.3	6.0	4.0	55.0			
				23.9				5.5	1.0			E	F
				22.9					2.0	45.0	12.0	E	E
				22.6					2.0	45.0	12.0	E	E
				22.6					2.0	45.0	12.0	E	E
				22.5					2.0	45.0	12.0	E	E
				22.3	18.5	24.4	30.3	6.0	4.0	55.0			
				21.8					2.0	45.0	12.0	E	E
				21.0				5.5	3.0	51.0	20.0	D	D
				21.0					2.0	45.0	12.0	E	E
				21.0				5.5	1.0			E	F
				18.8				5.5	3.0	46.0	20.0	D	D
				18.5				5.5	3.0	47.5	20.0	D	D
				17.1				5.5	3.0	46.5	20.0	D	D
				15.5				5.5	3.0	48.5	20.0	D	D
NO. IN POS: 226 WT'D AVG:	$ 34.1	$ 2.7	$ 36.8	$ 23.7									
NO. IN POS: 465 $ 193.2 POSITION AVG:	$ 32.5	$ 2.3	$ 34.8	$ 25.2									

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ——	0.07	1.13
Bonus Co's Total Comp ------	0.05	1.13
Nonbonus Co's Salary -.-.-.	0.35	1.11

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



AVG WKLY STORE SALES

SURVEY POSITION #47 - ASSISTANT/CO-STORE MANAGER

REGION #2 - N. E. CENTRAL

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER
REGION #2 - N. E. CENTRAL

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$50.0	$ 32.5	$ 0.9	$ 33.4					5.0		45.0	5.0	B	
AND ABOVE				$ 30.4									
	28.7	1.3	30.0					5.0	1.0	50.0	13.0	A	C
	28.6	1.3	29.9					5.0	1.0	50.0	9.3	A	C
				28.1				5.0	1.0	40.0	13.0	E	E
				22.5	$ 16.6	$ 22.5	$ 28.4	6.0	5.0	50.0	3.0	B	B
NO. IN POS: 29													
$ 69.3 WT'D AVG:	$ 29.3	$ 1.3	$ 30.6	$ 26.9									
$49.9				$ 34.2	$ 29.9	$ 32.8	$ 34.3	5.0	2.0	45.0	10.0	240	C
TO	$ 34.0	$ 8.0	$ 42.0		28.0	32.0	42.0	5.0		45.0	5.0	1.5	1.5
$25.0				32.2	29.1	31.7	33.3	5.0	2.0	45.0	10.0	240	C
	31.2	1.4	32.6					5.2		47.0	3.0	B	
				30.9									
				30.1									
				29.4				5.0	2.5	45.0			
	29.0	7.0	36.0		25.0	30.0	36.0	5.0		45.0	5.0	1.5	1.5
	28.6	1.3	29.9					5.2		46.8	3.2	B	
				27.4				5.0	1.0	40.0	13.0	E	E
				26.8				5.0	1.0	40.0	13.0	E	E
				22.8	19.3	24.5	29.7	6.0	5.0	50.0	3.0	B	B
NO. IN POS: 79													
$ 36.1 WT'D AVG:	$ 30.2	$ 3.3	$ 33.5	$ 28.7									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER
REGION #2 - N. E. CENTRAL

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$24.9 AND BELOW				$ 31.1	$ 29.1	$ 31.7	$ 33.3	5.0	2.0	45.0	10.0	240	C
				30.3									
				29.7									
				29.6	29.1	31.7	33.3	5.0	2.0	45.0	10.0	240	C
				28.4				5.0	2.5	45.0			
	$ 28.1	$ 0.0	$ 28.1					5.5		45.0	5.0	B	
				27.4				5.0	2.5	45.0			
				26.7				5.0	1.0	40.0	13.0	E	E
				26.7				5.0	1.0	40.0	13.0	E	E
NO. IN POS: 86													
$ 16.8 WT'D AVG:	$ 28.1	$ 0.0	$ 28.1	$ 28.6									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER
REGION #2 - N. E. CENTRAL

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
NO SCOPE REPORTED	$ 41.2	$ 0.0	$ 41.2										
	34.4	3.4	37.8		$ 20.3	$ 27.0	$ 33.7	5.7	1.0	50.0	1.0	B	B
	29.4	0.0	29.4					5.0		40.0		E	E
				$ 27.9				5.5	1.0			E	F
				27.2				5.0		45.0		E	E
				25.1				5.5	1.0			E	F
				24.6				5.0		50.0	15.0	D	D
				24.4	24.1	24.2	24.5	5.5	1.0	42.5	3.0	E	E
				24.2				5.5	1.0			E	F
				24.1	23.9	24.0	24.2	5.5	1.0	42.5	3.0	E	E
				23.9	23.7	23.9	23.9	5.5	1.0	42.5	3.0	E	E
				22.9				5.5	1.0			E	F
				22.8				5.0		40.0	12.0	E	E
				22.4				5.0		52.5	15.0	D	D
				21.5				5.0		47.5	15.0	D	D
				21.3				5.0		41.0	6.0	E	E
				18.7				5.0		46.5	15.0	D	D
NO. IN POS: 226 WT'D AVG:	$ 40.1	$ 0.0	$ 40.1	$ 23.3									
NO. IN POS: 420 $ 32.5 POSITION AVG:	$ 38.2	$ 0.4	$ 38.6	$ 26.3									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 53 - PHARMACY MANAGER

REGION #2 - N. E. CENTRAL

Responsible for the management and operation of the store's pharmacy department, including prescriptions, inventory control, customer and employee relations, compliance with regulatory agencies and company policies. Must be a registered pharmacist. May be considered to be the assistant store manager.

SCOPE		BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
AVG WKLY DRUG SALES ($THOU)	REPORTS TO	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$75.0	MANAGER				$ 41.6			
AND BELOW	MANAGER				41.2			
	MANAGER				40.9			
	MANAGER				40.5			
	MANAGER				38.2			
	MANAGER				36.0	$ 33.8	$ 37.5	$ 42.1
		$ 35.5	$ 0.0	$ 35.5		33.0	35.0	36.5
		34.5	0.0	34.5		24.1	30.1	36.1
	DIV. V.P./MGR.	32.0	0.0	32.0				
	CEO/PRESIDENT	32.0	2.0	34.0		30.0	33.0	36.0
		31.1	0.0	31.1		24.1	30.1	36.1
	MANAGER				30.2			
	MANAGER				29.5			
	MANAGER				29.1			
	NO IN POSITION: 54							
$ 17.9	WEIGHTED GROUP AVG:	$ 34.0	$ 0.1	$ 34.1	$ 37.2			
NO SCOPE REPORTED	DIST.MANAGER	$ 35.5	$ 1.1	$ 36.6		$ 29.9	$ 34.5	$ 39.7
	MANAGER	32.9	2.0	34.9				
	MANAGER	30.7	0.0	30.7				
	NO IN POSITION: 33							
	WEIGHTED GROUP AVG:	$ 33.5	$ 0.9	$ 34.4				
	NO IN POSITION: 87							
$ 17.9	POSITION AVERAGE:	$ 33.6	$ 0.7	$ 34.3	$ 37.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 54 - PHARMACIST

REGION #2 - N. E. CENTRAL

Responsible for the efficient, ethical and lawful compounding and dispensing of prescription pharmaceuticals. Advises customers on the use and storage of prescription and non-prescription drugs. Orders and maintains supply of drugs, chemicals, and other pharmaceutical stock.

SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$75.0	MANAGER				$ 38.7			
AND BELOW	MANAGER				38.5			
	MANAGER				38.1			
	MANAGER				38.1			
	MANAGER				37.1		$ 37.1	
	MANAGER				33.3			
	MANAGER				32.8	30.5	34.1	38.3
					32.0	22.3	27.8	33.3
					31.6	22.3	27.8	33.3
	MANAGER	$ 28.0	$ 2.0	$ 30.0		28.0	32.0	34.0
		23.4	0.0	23.4		20.1	22.5	24.0
	NO IN POSITION: 58							
$ 19.8	WEIGHTED GROUP AVG:	$ 24.9	$ 0.7	$ 25.6	$ 35.3			
NO SCOPE REPORTED	MANAGER				$ 40.1			
	VICE PRESIDENT	$ 31.2	$ 1.8	$ 33.0				
	VICE PRESIDENT	30.6	4.4	35.0				
	NO IN POSITION: 93							
	WEIGHTED GROUP AVG:	$ 30.7	$ 4.0	$ 34.7	$ 40.1			
	NO IN POSITION: 151							
$ 19.8	POSITION AVERAGE:	$ 30.5	$ 3.8	$ 34.3	$ 36.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 25 - GROCERY MERCHANDISER

REGION #3 - WEST CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$500.0		$ 49.4	$ 0.0	$ 49.4				
AND BELOW	GROUP EXEC.	49.3	15.0	64.3				
	VICE PRESIDENT	48.1	3.9	52.0		$ 44.0	$ 50.0	$ 58.0
	GROUP EXEC.				$ 41.3	32.2	40.4	48.7
	GROUP EXEC.	35.0	0.0	35.0				
	ASST. V.P./DIR				32.2			
	MANAGER				29.7	23.2	30.9	38.6
	CEO/PRESIDENT				26.0			
	NO IN POSITION: 49							
$ 67.5	WEIGHTED GROUP AVG:	$ 45.1	$ 6.9	$ 52.0	$ 30.0			
NO SCOPE	ASST. V.P./DIR	$ 64.5	$ 12.5	$ 77.0		$ 47.9	$ 59.9	$ 71.9
REPORTED	GROUP EXEC.	53.7	6.5	60.2				
	ASST. V.P./DIR				$ 34.8			
	NO IN POSITION: 4							
	WEIGHTED GROUP AVG:	$ 60.9	$ 10.5	$ 71.4	$ 34.8			
	NO IN POSITION: 53							
$ 67.5	POSITION AVERAGE:	$ 49.8	$ 8.1	$ 57.9	$ 30.1			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 26 - MEAT MERCHANDISER

REGION #3 - WEST CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$175.0	GROUP EXEC.				$ 50.2	$ 32.2	$ 40.4	$ 48.7
AND BELOW		$ 47.8	$ 0.0	$ 47.8				
	VICE PRESIDENT	46.8	3.2	50.0		42.0	48.0	54.0
	GROUP EXEC.	43.2	7.2	50.4				
	VICE PRESIDENT	41.2	0.0	41.2		25.9	32.5	39.1
	ASST. V.P./DIR				36.1			
	CEO/PRESIDENT				31.2			
	MANAGER				29.6	22.9	30.5	38.1
	NO IN POSITION: 35							
$ 28.0	WEIGHTED GROUP AVG:	$ 44.4	$ 3.6	$ 48.0	$ 31.1			
NO SCOPE	ASST. V.P./DIR	$ 63.1	$ 12.5	$ 75.6		$ 47.9	$ 59.9	$ 71.9
REPORTED	VICE PRESIDENT	56.0	6.5	62.5				
	NO IN POSITION: 3							
	WEIGHTED GROUP AVG:	$ 60.7	$ 10.5	$ 71.2				
	NO IN POSITION: 38							
$ 28.0	POSITION AVERAGE:	$ 47.9	$ 5.1	$ 53.0	$ 31.1			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 27 - PRODUCE MERCHANDISER

REGION #3 - WEST CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL PRODUCE SALES		BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
($MIL)	REPORTS TO	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$50.0 AND BELOW	GROUP EXEC.				$ 46.1	$ 30.4	$ 38.2	$ 45.9
	GROUP EXEC.	$ 42.1	$ 6.6	$ 48.7				
	CEO/PRESIDENT				38.5			
	ASST. V.P./DIR				31.6			
	GROUP EXEC.	30.0	0.0	30.0				
	MANAGER				29.1	21.8	29.0	36.3
		18.1	0.0	18.1				
	NO IN POSITION: 29							
$ 9.0	WEIGHTED GROUP AVG:	$ 31.3	$ 3.3	$ 34.6	$ 30.8			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 63.7	$ 10.0	$ 73.7		$ 49.9	$ 59.9	$ 71.9
	VICE PRESIDENT	56.0	6.5	62.5				
	ASST. V.P./DIR				$ 39.6			
	C.O.O.	28.0	1.0	29.0				
	NO IN POSITION: 6							
	WEIGHTED GROUP AVG:	$ 52.8	$ 6.8	$ 59.7	$ 39.6			
	NO IN POSITION: 35							
$ 9.0	POSITION AVERAGE:	$ 37.5	$ 4.3	$ 41.8	$ 31.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 29 - DAIRY MERCHANDISER

REGION #3 - WEST CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL DAIRY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$75.0 AND BELOW	CEO/PRESIDENT				$ 37.2			
	VICE PRESIDENT	$ 36.4	$ 0.0	$ 36.4		$ 28.9	$ 35.6	$ 42.3
	MANAGER				27.6	22.9	30.5	38.1
	NO IN POSITION: 12							
$ 24.4	WEIGHTED GROUP AVG:	$ 36.4	$ 0.0	$ 36.4	$ 28.5			
NO SCOPE REPORTED	GROUP EXEC.	$ 53.2	$ 6.5	$ 59.7				
	NO IN POSITION: 13							
$ 24.4	POSITION AVERAGE:	$ 44.8	$ 3.3	$ 48.1	$ 28.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 30 - NONFOOD MERCHANDISER

REGION #3 - WEST CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL NONFOOD SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$25.0	GROUP EXEC.	$ 37.5	$ 0.0	$ 37.5				
AND BELOW	ASST. V.P./DIR				$ 29.2			
	MANAGER				28.5	$ 23.2	$ 30.9	$ 38.6
	NO IN POSITION: 16							
$ 8.5	WEIGHTED GROUP AVG:	$ 37.5	$ 0.0	$ 37.5	$ 28.6			
NO SCOPE	VICE PRESIDENT	$ 53.2	$ 6.5	$ 59.7				
REPORTED	ASST. V.P./DIR				$ 35.9			
		22.9	0.0	22.9				
	NO IN POSITION: 8							
	WEIGHTED GROUP AVG:	$ 28.0	$ 1.0	$ 29.0	$ 35.9			
	NO IN POSITION: 24							
$ 8.5	POSITION AVERAGE:	$ 29.3	$ 0.9	$ 30.2	$ 29.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 31 - DELI MERCHANDISER

REGION #3 - WEST CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL DELI SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$25.0 AND BELOW	SENIOR V.P.	$ 40.3	$ 0.0	$ 40.3				
		35.3	0.0	35.3				
	C.O.O.				$ 33.4			
	ASST. V.P./DIR	33.3	3.0	36.3				
	VICE PRESIDENT	28.1	0.0	28.1		$ 24.1	$ 30.1	$ 36.0
	NO IN POSITION:	7						
$ 9.2	WEIGHTED GROUP AVG:	$ 33.0	$ 0.6	$ 33.6	$ 33.4			
NO SCOPE REPORTED	GROUP EXEC.				$ 36.5	$ 28.8	$ 36.0	$ 43.2
	C.O.O.				30.0			
	NO IN POSITION:	2						
	WEIGHTED GROUP AVG:				$ 33.3			
	NO IN POSITION:	9						
$ 9.2	POSITION AVERAGE:	$ 33.0	$ 0.6	$ 33.6	$ 33.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 32 - BAKERY MERCHANDISER

REGION #3 - WEST CENTRAL

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL BAKERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$25.0 AND BELOW	VICE PRESIDENT	$ 46.8	$ 3.2	$ 50.0		$ 42.0	$ 48.0	$ 54.0
		39.0	0.0	39.0				
	C.O.O.				$ 37.7			
	ASST. V.P./DIR	33.3	3.0	36.3				
	VICE PRESIDENT	24.4	0.0	24.4		22.4	27.9	33.3
	NO IN POSITION: 8							
$ 8.8	WEIGHTED GROUP AVG:	$ 34.5	$ 1.0	$ 35.5	$ 37.7			
NO SCOPE REPORTED	GROUP EXEC.				$ 38.7	$ 28.8	$ 36.0	$ 43.2
	NO IN POSITION: 9							
$ 8.8	POSITION AVERAGE:	$ 34.5	$ 1.0	$ 35.5	$ 38.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 33 - GROCERY BUYER

REGION #3 - WEST CENTRAL

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL GROCERY PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$125.0 AND BELOW	ASST. V.P./DIR				$ 40.9			
	VICE PRESIDENT	$ 40.4	$ 0.0	$ 40.4		$ 29.0	$ 35.6	$ 42.3
		40.3	0.0	40.3				
	SENIOR V.P.	36.6	0.0	36.6				
	ASST. V.P./DIR				33.3			
	GROUP EXEC.				31.4	25.6	32.0	38.5
	CEO/PRESIDENT				30.2			
	MANAGER				29.4	26.4	40.4	54.5
	NO IN POSITION: 55							
$ 42.8	WEIGHTED GROUP AVG:	$ 39.7	$ 0.0	$ 39.7	$ 30.8			
NO SCOPE REPORTED	ASST. V.P./DIR				$ 47.0			
	MANAGER				45.0	$ 32.4	$ 40.5	$ 48.6
	GROUP EXEC.	$ 33.8	$ 0.0	$ 33.8				
	NO IN POSITION: 18							
	WEIGHTED GROUP AVG:	$ 33.8	$ 0.0	$ 33.8	$ 46.1			
	NO IN POSITION: 73							
$ 42.8	POSITION AVERAGE:	$ 36.2	$ 0.0	$ 36.2	$ 33.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 34 - MEAT BUYER

REGION #3 - WEST CENTRAL

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL MEAT PURCHASE ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$150.0	ASST. V.P./DIR				$ 43.9			
AND BELOW	VICE PRESIDENT	$ 40.0	$ 0.0	$ 40.0		$ 31.2	$ 38.5	$ 45.8
	ASST. V.P./DIR				34.6			
	GROUP EXEC.				31.2	25.6	32.0	38.5
	CEO/PRESIDENT				31.1			
	MANAGER				28.2	26.4	31.6	36.9
	NO IN POSITION: 19							
$ 31.7	WEIGHTED GROUP AVG:	$ 40.0	$ 0.0	$ 40.0	$ 31.3			
NO SCOPE	ASST. V.P./DIR				$ 47.7			
REPORTED	MANAGER	$ 45.4	$ 3.1	$ 48.5		$ 32.4	$ 40.5	$ 48.6
	GROUP EXEC.				42.9			
	GROUP EXEC.	36.4	0.0	36.4				
	NO IN POSITION: 6							
	WEIGHTED GROUP AVG:	$ 43.2	$ 2.3	$ 45.5	$ 45.3			
	NO IN POSITION: 25							
$ 31.7	POSITION AVERAGE:	$ 42.5	$ 1.9	$ 44.4	$ 32.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 35 - PRODUCE BUYER

REGION #3 - WEST CENTRAL

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL PRODUCE PURCH ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$50.0 AND BELOW	ASST. V.P./DIR				$ 39.2			
	VICE PRESIDENT	$ 35.9	$ 0.0	$ 35.9		$ 29.0	$ 35.6	$ 42.3
	GROUP EXEC.				32.9	24.2	30.2	36.2
	ASST. V.P./DIR				32.5			
	MANAGER				28.7	23.2	35.6	48.0
	NO IN POSITION: 26							
$ 8.4	WEIGHTED GROUP AVG:	$ 35.9	$ 0.0	$ 35.9	$ 30.4			
NO SCOPE REPORTED	ASST. V.P./DIR				$ 41.4			
	MANAGER	$ 38.1	$ 2.7	$ 40.8		$ 32.4	$ 40.5	$ 48.6
	GROUP EXEC.				37.8			
					35.3	26.3	35.0	43.8
	GROUP EXEC.	31.1	0.0	31.1				
	NO IN POSITION: 13							
	WEIGHTED GROUP AVG:	$ 33.9	$ 1.1	$ 35.0	$ 37.1			
	NO IN POSITION: 39							
$ 8.4	POSITION AVERAGE:	$ 34.5	$ 0.7	$ 35.2	$ 32.1			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 36 - FROZEN FOODS' BUYER

REGION #3 - WEST CENTRAL

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNL FROZ FOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$100.0 AND BELOW	ASST. V.P./DIR				$ 57.2			
	ASST. V.P./DIR				33.3			
	VICE PRESIDENT	$ 31.5	$ 0.0	$ 31.5		$ 25.9	$ 32.5	$ 39.1
	SENIOR V.P.				28.6			
	NO IN POSITION: 4							
$ 47.2	WEIGHTED GROUP AVG:	$ 31.5	$ 0.0	$ 31.5	$ 39.7			
NO SCOPE REPORTED	ASST. V.P./DIR				$ 45.2			
	NO IN POSITION: 5							
$ 47.2	POSITION AVERAGE:	$ 31.5	$ 0.0	$ 31.5	$ 41.1			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 38 - NONFOOD BUYER

REGION #3 - WEST CENTRAL

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL NONFOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$25.0	VICE PRESIDENT	$ 36.9	$ 0.0	$ 36.9		$ 29.0	$ 35.6	$ 42.3
AND BELOW	ASST. V.P./DIR				$ 33.8			
	ASST. V.P./DIR				32.9			
		27.3	0.0	27.3				
	NO IN POSITION: 9							
$ 14.1	WEIGHTED GROUP AVG:	$ 35.0	$ 0.0	$ 35.0	$ 33.1			
NO SCOPE REPORTED	MANAGER				$ 43.8	$ 32.4	$ 40.5	$ 48.6
	ASST. V.P./DIR				41.0			
	SENIOR V.P.				23.4			
	NO IN POSITION: 7							
	WEIGHTED GROUP AVG:				$ 40.5			
	NO IN POSITION: 16							
$ 14.1	POSITION AVERAGE:	$ 35.0	$ 0.0	$ 35.0	$ 37.8			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 43 - DIVISION GENERAL MANAGER

REGION #3 - WEST CENTRAL

Responsible for the profitable operation of a division or geographic region of the corporation or operating company. Develops sales and profit objectives and forecasts, operating and capital expenditure budgets, and objectives for assigned stores and facilities. Oversees merchandising, store operations and staff activities. Reviews buying and merchandising programs to insure maximum profitability and continuity with the company's overall strategy. Reviews operating results of stores against sales and profit targets. Directs staff activities in support of division programs and financial objectives. Provides specific limitations of authority for all subordinates regarding contractual commitments, expenditures and personnel decisions. Continually reviews and reports to top management the division's performance with respect to market share, operating results, capital requirements, etc.

SCOPE ANN'L DIVISION SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$275.0 AND BELOW	EXEC. V.P.	$ 88.6	$ 12.3	$100.9		$ 55.2	$ 73.6	$ 92.0
	C.O.O.				$ 71.8	78.0	97.6	117.1
	VICE PRESIDENT	55.2	0.0	55.2		47.0	59.4	71.9
	NO IN POSITION: 19							
$ 235.2	WEIGHTED GROUP AVG:	$ 78.2	$ 8.4	$ 86.6	$ 71.8			
NO SCOPE REPORTED	CEO/PRESIDENT				$163.0			
	NO IN POSITION: 20							
$ 235.2	POSITION AVERAGE:	$ 78.2	$ 8.4	$ 86.6	$ 94.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 45 - DISTRICT MANAGER

REGION #3 - WEST CENTRAL

Responsible for the management and profitable operation of all stores in assigned district. Directs store managers to achieve maximum sales and profits from each store. Plans and directs store operating activities necessary to assure conformity with established sales and merchandising programs. Forecasts store sales, expenses, and operating profits. Keeps abreast of competitive activities in assigned geographic area.

SCOPE ANN'L DISTRICT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$200.0 AND BELOW	ASST. V.P./DIR	$ 62.3	$ 17.8	$ 80.1				
	DIV. V.P./MGR.	61.5	8.1	69.6		$ 46.8	$ 58.5	$ 73.1
	ASST. V.P./DIR	54.9	0.0	54.9		46.9	59.4	71.9
	ASST. V.P./DIR				$ 51.9			
	DIST.MANAGER	49.7	17.2	66.9				
		49.4	0.0	49.4				
		49.4	0.0	49.4				
	DIV. V.P./MGR.				43.3	48.3	59.2	70.1
	GROUP EXEC.	43.2	0.0	43.2				
	DIV. V.P./MGR.				41.2	48.3	59.2	70.1
	NO IN POSITION: 39							
$ 108.0	WEIGHTED GROUP AVG:	$ 55.5	$ 7.5	$ 63.0	$ 45.7			
NO SCOPE REPORTED	DIV. V.P./MGR.	$ 64.8	$ 12.7	$ 77.5		$ 47.9	$ 59.9	$ 71.9
	VICE PRESIDENT				$ 59.7			
	NO IN POSITION: 23							
	WEIGHTED GROUP AVG:	$ 64.8	$ 12.7	$ 77.5	$ 59.7			
	NO IN POSITION: 62							
$ 108.0	POSITION AVERAGE:	$ 58.9	$ 9.5	$ 68.4	$ 50.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #3 - WEST CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$175.0				$ 47.5				5.0	1.0	60.0	5.0	B	B
AND ABOVE	$ 43.2	$ 0.0	$ 43.2										
	41.4	0.0	41.4		$ 36.0	$ 44.9	$ 53.7	5.0	2.0	50.0	17.0	215	215
	39.8	0.0	39.8					5.0		50.0	.5	B	B
	39.8	0.0	39.8					5.0		50.0	.5	B	B
	38.5	0.0	38.5		31.2	38.5	45.8	5.0	2.0	50.0	17.0	215	215
	37.5	0.0	37.5		33.5	41.6	49.6	5.0	2.0	50.0	17.0	215	215
	36.6	0.0	36.6						2.0	60.0	50.0	B	A
	36.5	0.0	36.5					6.5	2.0	55.0	50.0	B	A
				36.3	32.0	35.4	38.8	5.5	2.0	46.0	12.0	B	A
	33.8	0.0	33.8					6.0	2.0	50.0	50.0	B	A
				32.4	27.5	33.6	39.7	5.5	2.0	46.0	12.0	B	A
	31.4	15.4	46.8					6.0		48.0	26.0	B	100
NO. IN POS: 149													
$ 247.2 WT'D AVG:	$ 37.4	$ 0.3	$ 37.7	$ 42.7									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #3 - WEST CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	 BONUS	 TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	 MID	 MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	 # NTS.	 # HRS.	 # SUN.	 SUN. PAY	 HOL. PAY
$174.9	$ 41.1	$ 0.0	$ 41.1										
TO	39.8	0.0	39.8		$ 28.9	$ 35.6	$ 42.3	5.0	2.0	50.0	17.0	215	215
$75.0	39.0	0.0	39.0										
	38.2	0.0	38.2		36.7	38.2	39.8	5.0		50.0	.5	B	B
	37.4	7.0	44.4					4.5		45.0			
				$ 36.4	32.5	36.4	41.6	6.0	3.0	55.0	17.3	B	B
	35.5	0.0	35.5		33.5	35.5	36.7	5.0		50.0	.5	B	B
	34.3	0.0	34.3		33.5	34.3	36.7	5.0		50.0	.5	B	B
	33.5	1.4	34.9		27.0	34.5	38.0	6.0	1.0	55.0	20.0	B	B
	33.2	0.0	33.2					6.0	2.0	50.0	50.0	B	A
	32.1	0.0	32.1					6.0	2.0	50.0	50.0	B	A
				31.8	31.8	31.8	31.8	6.0	3.0	55.0	17.3	B	B
				31.4	27.0	30.9	34.8	5.5	2.0	46.0	12.0	B	A
	30.4	4.3	34.7					6.0		48.0	26.0	B	100
				29.9	25.5	30.8	36.0	5.5	2.0	46.0	12.0	B	A
				29.1	25.0	30.7	36.5	5.5	2.0	46.0	12.0	B	A
				29.1				6.0	2.0	52.0			
	28.6	6.3	34.9					6.0		48.0	26.0	B	100
				26.5				6.0	2.0	52.0			
				26.3				6.0	2.0	50.0			
				26.0				6.0	2.0	50.0			
				25.2				6.0	2.0	50.0			
				25.2				6.0	2.0	50.0			
				25.2				6.0	2.0	55.0			
NO. IN POS: 255													
$ 129.5 WT'D AVG:	$ 36.1	$ 2.6	$ 38.7	$ 30.1									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #3 - WEST CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$74.9	$ 36.9	$ 0.0	$ 36.9										
AND BELOW	33.5	0.0	33.5					5.0		50.0	.5	B	B
				$ 31.8	$ 31.8	$ 31.8	$ 31.8	6.0	3.0	55.0	17.3	B	B
				30.9	30.9	30.9	30.9	6.0	3.0	55.0	17.3	B	B
	30.8	0.0	30.8					5.5	2.0	50.0	50.0	B	A
	30.4	3.3	33.7					6.0		48.0	26.0	B	100
				28.3	25.0	28.5	32.0	5.5	2.0	46.0	12.0	B	A
	27.9	0.0	27.9					5.5	2.0	50.0	50.0	B	A
				26.1				6.0	2.0	49.0	4.0		
				25.5	18.5	24.1	29.7	5.5	2.0	46.0	12.0	B	A
	24.3	8.5	32.8					6.0		48.0	26.0	B	100
NO. IN POS: 80													
$ 44.8 WT'D AVG:	$ 29.9	$ 0.9	$ 30.8	$ 27.6									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

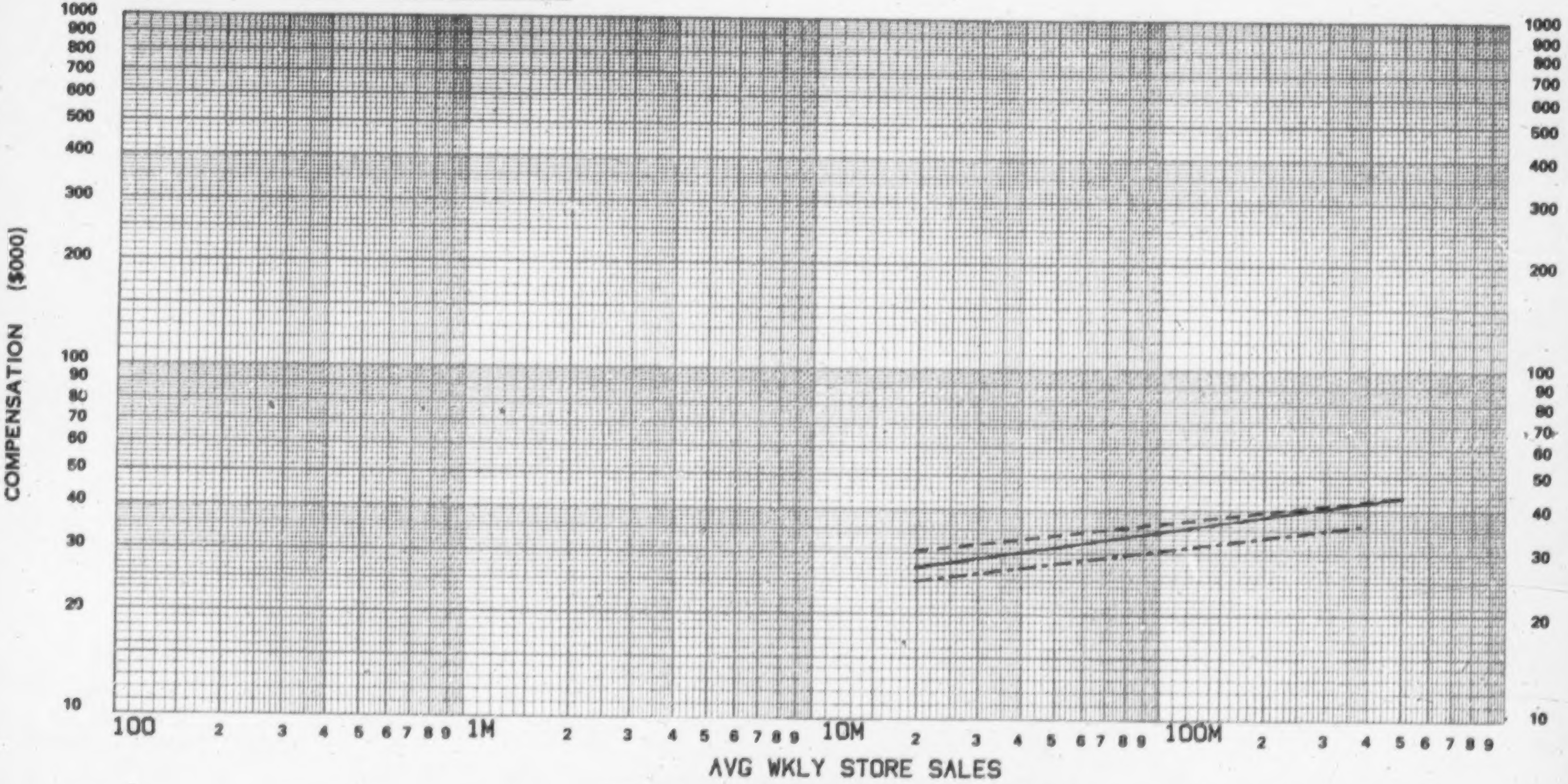
REGION #3 - WEST CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
NO SCOPE REPORTED	$ 51.1	$ 12.2	$ 63.3					5.0	1.0	45.0	12.0	A	
	50.6	1.4	52.0					5.0	1.0	45.0	12.0	A	
	49.9	21.8	71.7					6.0		48.0			
	48.8	0.7	49.5					5.0	1.0	45.0	12.0	A	
	44.5	5.0	49.5		$ 38.0	$ 48.0	$ 52.0	5.0		48.0			
	44.0	2.1	46.1					6.0		48.0			
	43.8	17.9	61.7					6.0		48.0			
				$ 43.7									
	43.2	3.0	46.2		38.0	48.0	52.0	5.0		48.0			
	42.5	13.1	55.6					6.0		48.0			
	41.8	5.4	47.2					6.0		48.0			
	41.6	3.0	44.6		37.5	42.0	45.0	5.0		48.0			
	41.0	0.1	41.1					6.0		48.0			
	40.4	0.0	40.4					6.0		48.0			
	39.0	2.0	41.0		34.0	39.5	42.0	5.0		48.0			
	36.4	3.0	39.4		28.0	36.0	42.0	5.0		48.0			
NO. IN POS: 280 WT'D AVG:	$ 45.3	$ 12.3	$ 57.6	$ 43.7									
NO. IN POS: 764 $ 151.7 POSITION AVG:	$ 39.5	$ 5.9	$ 45.4	$ 36.3									

LEGEND			
Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.55	1.10
Bonus Co's Total Comp	------	0.45	1.09
Nonbonus Co's Salary	-.-.-.	0.24	1.16

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #46 - STORE MANAGER

REGION #3 - WEST CENTRAL

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #3 - WEST CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$175.0				$ 33.8				5.0	1.0	48.0	24.0	B	B
AND ABOVE	$ 33.1	$ 0.0	$ 33.1		$ 25.9	$ 32.5	$ 39.1	5.0	2.0	45.0	17.0	215	215
	31.8	0.0	31.8		24.1	30.1	36.1	5.0	2.0	45.0	17.0	215	215
	31.4	0.0	31.4		25.9	32.5	39.1	5.0	2.0	45.0	17.0	215	215
				29.9				6.5	4.0	60.0		B	A
				28.7				6.5	4.0	55.0		B	A
				26.4				6.0	4.0	50.0		B	A
	23.4	2.6	26.0					6.0		48.0	26.0	B	65
				22.1				5.0	1.0	40.0	.3	E	E
				22.1				5.0	1.0	40.0	.3	E	E
NO. IN POS: 139													
$ 249.4 WT'D AVG:	$ 31.7	$ 0.2	$ 31.9	$ 29.5									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #3 - WEST CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$174.9	$ 35.9	$ 0.0	$ 35.9										
TO	32.5	0.0	32.5										
$75.0	32.1	0.0	32.1		$ 24.1	$ 30.1	$ 36.1	5.0	2.0	45.0	17.0	215	215
				$ 25.8				6.0	4.0	50.0		B	A
	24.6	0.0	24.6					6.0		48.0	26.0	B	65
	24.3	0.0	24.3					6.0		48.0	26.0	B	65
				24.2				6.0	4.0	45.0		B	A
				23.7	19.8	23.7	27.6	5.5	2.0	46.0	17.0	B	B
				23.4	23.4	23.4	23.4		3.0	55.0	17.3	B	B
				23.4	23.4	23.4	23.4		3.0	55.0	17.3	B	B
				22.4	18.5	23.1	27.7	5.5	2.0	46.0	17.0	B	B
				22.2	19.6	22.4	25.3	5.0	2.0	41.0	17.0	E	E
				22.1				5.0	1.0	40.0	.3	E	E
				22.1				5.0	1.0	40.0	.3	E	E
				22.1				5.0	1.0	40.0	.3	E	E
				21.7	19.5	21.3	23.2	5.5	2.0	46.0	17.0	B	B
NO. IN POS: 182													
$ 119.4 WT'D AVG:	$ 30.0	$ 0.0	$ 30.0	$ 23.1									

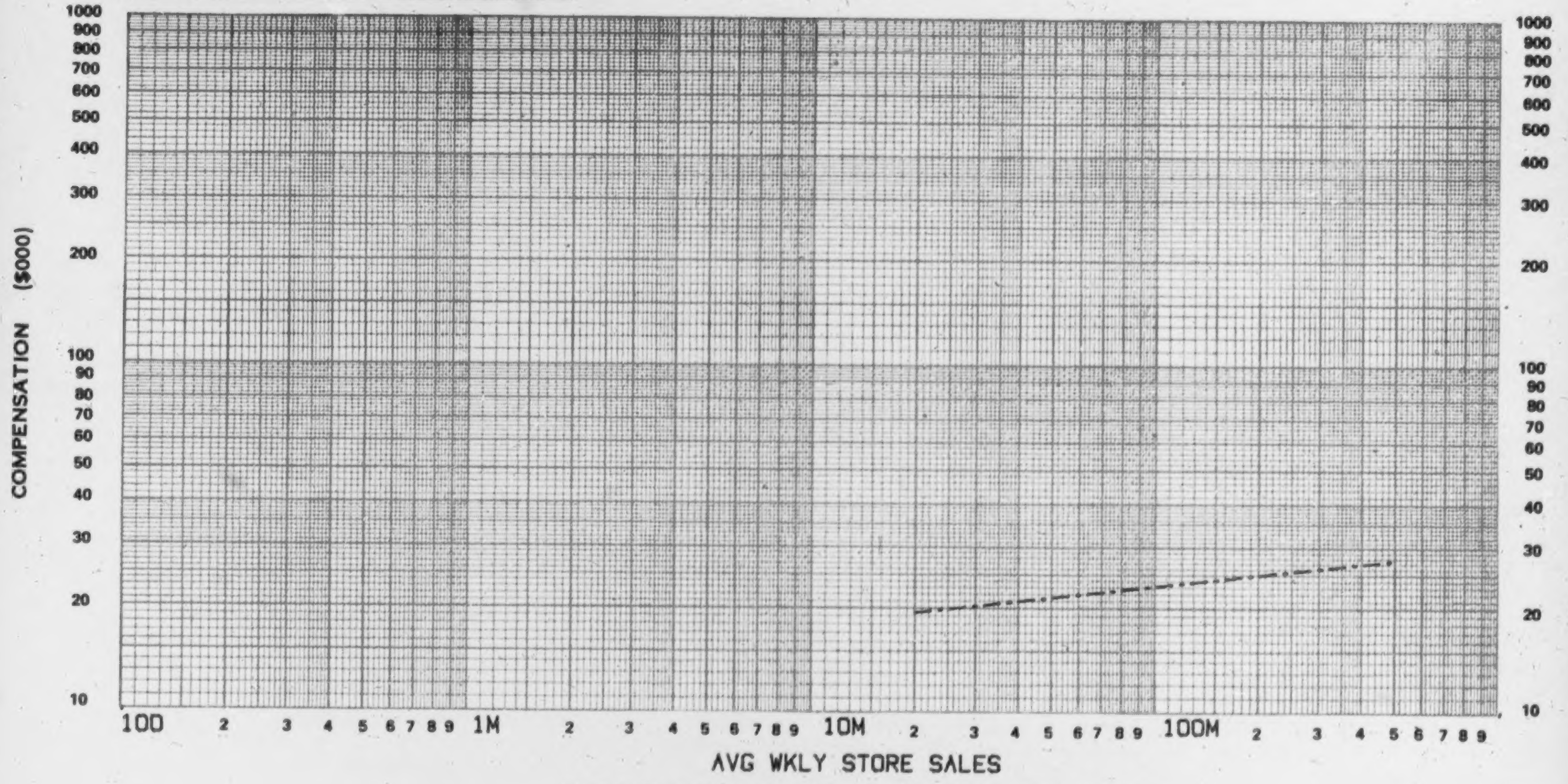
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #3 - WEST CENTRAL

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$74.9	$ 31.6	$ 0.0	$ 31.6										
AND BELOW	30.7	0.0	30.7										
	28.1	0.7	28.8					4.5	2.0	37.0	36.0		
	24.1	0.0	24.1					6.0		48.0	26.0	B	65
				$ 22.8				6.0	4.0	45.0		B	A
				22.4	$ 22.4	$ 22.4	$ 22.4		3.0	55.0	17.3	B	B
				22.4	22.4	22.4	22.4		3.0	55.0	17.3	B	B
				22.1				5.5	4.0	45.0		B	A
				20.6	13.1	18.1	23.0	5.0	2.0	41.0	17.0	E	E
				20.3	18.7	20.1	23.0	5.0	2.0	41.0	17.0	E	E
				19.4	17.7	19.5	21.4	5.0	2.0	41.0	17.0	E	E
NO. IN POS: 253													
$ 51.2 WT'D AVG:	$ 28.3	$ 0.6	$ 28.9	$ 21.1									
NO SCOPE	$ 34.3	$ 0.0	$ 34.3					6.0		54.0	50.0	A	
REPORTED	34.3	0.1	34.4					6.0		54.0	50.0	A	
	34.3	0.6	34.9					6.0		54.0	50.0	A	
	33.3	1.5	34.8					5.0		48.0	12.0		
	33.3	1.5	34.8					5.0		48.0	12.0		
	33.3	1.5	34.8					5.0		48.0	12.0		
	33.3	1.5	34.8					5.0		48.0	12.0		
	33.3	1.5	34.8					5.0		48.0	12.0		
				$ 32.8	$ 28.0	$ 33.0	$ 37.8	5.0	3.0	45.0	12.0	175	A
				31.6									
	22.0	1.0	23.0		18.0	21.5	26.0	6.0	2.0	48.0	25.0	B	B
NO. IN POS: 110													
WT'D AVG:	$ 30.9	$ 0.7	$ 31.6	$ 32.1									
NO. IN POS: 684													
$ 120.8 POSITION AVG:	$ 29.5	$ 0.5	$ 30.0	$ 25.5									

LEGEND		
Company Type/Trend Line	**Coefficient of Determination**	**Standard Error**
Bonus Co's Salary ———		
Bonus Co's Total Comp ------		
Nonbonus Co's Salary -.-.-.	0.31	1.11

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #47 - ASSISTANT/CO-STORE MANAGER

REGION #3 - WEST CENTRAL

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER
REGION #3 - WEST CENTRAL

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$25.0	$ 39.5	$ 0.0	$ 39.5										
AND ABOVE	38.7	0.0	38.7										
				$ 30.9	$ 30.5	$ 31.3	$ 32.2	5.0		45.0		B	A
				28.9	29.9	29.9	35.3	5.0		45.0		B	A
				28.3				5.0		40.0	24.0	E	E
				27.9				5.0		40.0		E	E
				27.1	27.1	27.1	27.1	5.0		45.0		B	E
	27.0	1.2	28.2					5.0		40.0	13.0	B	B
	27.0	7.0	34.0					5.0		40.0	13.0	B	B
				26.3	23.8	26.2	28.5	5.0		45.0		B	A
NO. IN POS: 83													
$ 30.9 WT'D AVG:	$ 36.0	$ 0.7	$ 36.7	$ 28.1									
$24.9	$ 37.3	$ 0.0	$ 37.3										
AND BELOW	35.4	0.0	35.4										
	32.2	2.4	34.6					5.0		40.0			
				$ 27.9				5.0		40.0		E	E
				27.9				5.0		40.0		E	E
				27.1	$ 23.5	$ 27.5	$ 31.5	5.0		45.0		E	E
				27.0	27.0	27.0	27.0	5.0		45.0		B	E
	25.6	2.1	27.7					5.0		40.0	13.0	B	B
				25.5	25.5	25.5	25.5	5.0		45.0		B	E
				24.2	18.5	23.9	29.4	5.0		45.0		E	E
				21.9				6.0		48.0			
				21.9				6.0		48.0			
	18.0	0.5	18.5		14.0	17.5	21.0	6.0	1.0	42.0	15.0	B	B
	15.7	0.0	15.7					5.0		40.0	13.0	B	B
NO. IN POS: 219													
$ 16.6 WT'D AVG:	$ 30.5	$ 1.4	$ 31.9	$ 25.8									

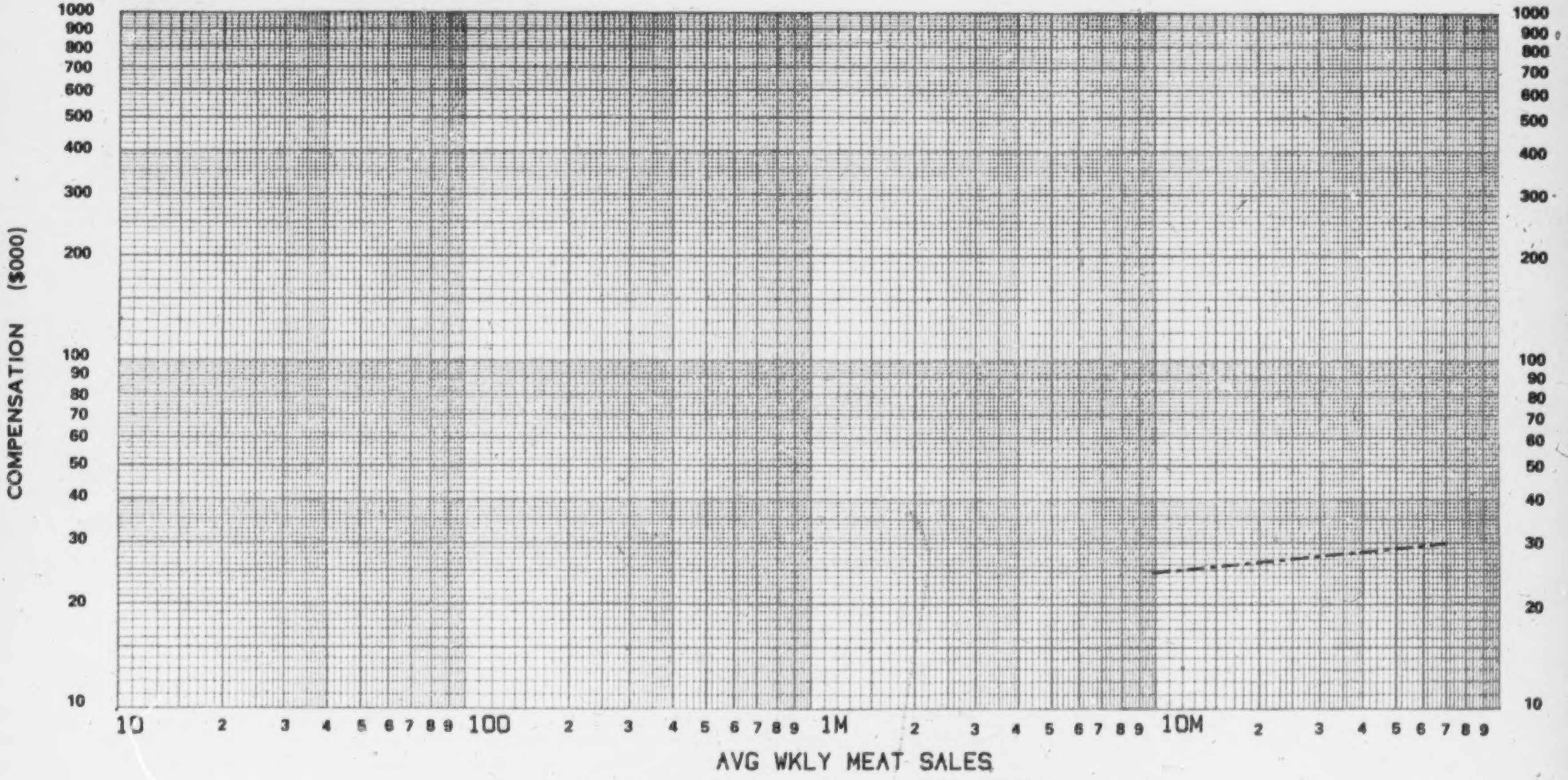
FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER
REGION #3 - WEST CENTRAL

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
NO SCOPE REPORTED				$ 35.9				6.0		48.0	50.0	E	
				35.9				6.0		48.0	50.0	E	
				35.9				6.0		48.0	50.0	E	
				35.9				6.0		48.0	50.0	E	
	$ 35.2	$ 12.5	$ 47.7										
				34.1									
				32.7									
				32.5									
				32.4									
				31.8									
				31.7									
	31.6	0.0	31.6					5.0		40.0		E	E
				29.1									
NO. IN POS: 264 WT'D AVG:	$ 32.7	$ 3.9	$ 36.6	$ 32.0									
NO. IN POS: 566 $ 20.6 POSITION AVG:	$ 31.8	$ 2.2	$ 34.0	$ 29.5									

LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Co's Salary ———		
Bonus Co's Total Comp ------		
Nonbonus Co's Salary -.-.-.	0.28	1.09

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY



SURVEY POSITION #48 - MEAT DEPARTMENT MANAGER

REGION #3 - WEST CENTRAL

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 53 - PHARMACY MANAGER

REGION #3 - WEST CENTRAL

Responsible for the management and operation of the store's pharmacy department, including prescriptions, inventory control, customer and employee relations, compliance with regulatory agencies and company policies. Must be a registered pharmacist. May be considered to be the assistant store manager.

SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$25.0 AND BELOW	MANAGER	$ 46.9	$ 3.3	$ 50.2				
	MANAGER				$ 37.6			
	ASST. V.P./DIR				36.4			
		35.5	0.0	35.5		$ 24.1	$ 30.1	$ 36.1
		34.6	0.0	34.6		24.1	30.1	36.1
	C.O.O.	34.5	1.0	35.5		31.0	34.8	39.0
	MANAGER				33.1	30.0	35.0	40.0
	MANAGER				31.2			
	NO IN POSITION: 98							
$ 8.2	WEIGHTED GROUP AVG:	$ 36.3	$ 0.8	$ 37.1	$ 34.5			
NO SCOPE REPORTED	MANAGER				$ 41.2			
	MANAGER				37.9			
	MANAGER				34.2			
	MANAGER				33.8			
	MANAGER				33.3			
	MANAGER				33.2			
	MANAGER				33.0			
	NO IN POSITION: 97							
	WEIGHTED GROUP AVG:				$ 35.0			
	NO IN POSITION: 195							
$ 8.2	POSITION AVERAGE:	$ 36.3	$ 0.8	$ 37.1	$ 34.8			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 54 - PHARMACIST

REGION #3 - WEST CENTRAL

Responsible for the efficient, ethical and lawful compounding and dispensing of prescription pharmaceuticals. Advises customers on the use and storage of prescription and non-prescription drugs. Orders and maintains supply of drugs, chemicals, and other pharmaceutical stock.

SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$25.0 AND BELOW	MANAGER				$ 36.1			
	MANAGER				34.1			
	C.O.O.	$ 33.5	$ 0.4	$ 33.9		$ 25.0	$ 30.0	$ 35.0
					32.0	22.3	27.8	33.3
					31.3	22.3	27.8	33.3
	MANAGER				28.2	29.5	32.0	34.5
	NO IN POSITION: 63							
$ 8.4	WEIGHTED GROUP AVG:	$ 33.5	$ 0.4	$ 33.9	$ 33.1			
NO SCOPE REPORTED	GROUP EXEC.				$ 39.5			
	MANAGER				36.3			
	MANAGER				33.8			
	MANAGER				33.6			
	MANAGER				33.1			
	MANAGER				32.9			
	MANAGER				30.7			
	NO IN POSITION: 88							
	WEIGHTED GROUP AVG:				$ 34.9			
	NO IN POSITION: 151							
$ 8.4	POSITION AVERAGE:	$ 33.5	$ 0.4	$ 33.9	$ 34.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 25 - GROCERY MERCHANDISER

REGION #4 - SOUTHEAST

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$550.0 AND BELOW	VICE PRESIDENT	$ 43.1	$ 5.3	$ 48.4		$ 36.7	$ 44.0	$ 52.8
	ASST. V.P./DIR	41.3	5.4	46.7		35.9	44.9	53.9
	GROUP EXEC.	27.0	7.5	34.5		25.0	32.0	40.0
	SENIOR V.P.				$ 24.7			
	NO IN POSITION: 68							
$ 37.0	WEIGHTED GROUP AVG:	$ 27.7	$ 7.4	$ 35.1	$ 24.7			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 59.8	$ 12.4	$ 72.2		$ 47.9	$ 59.9	$ 71.9
	VICE PRESIDENT	51.6	0.7	52.3		34.6	41.6	48.5
	DIST.MANAGER	34.9	9.5	44.4		30.0	35.0	40.0
	NO IN POSITION: 24							
	WEIGHTED GROUP AVG:	$ 45.3	$ 8.0	$ 53.3				
	NO IN POSITION: 92							
$ 37.0	POSITION AVERAGE:	$ 32.3	$ 7.6	$ 39.9	$ 24.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 26 - MEAT MERCHANDISER

REGION #4 - SOUTHEAST

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL MEAT SALES		BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
($MIL)	REPORTS TO	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$75.0	VICE PRESIDENT	$ 47.9	$ 7.7	$ 55.6		$ 36.7	$ 44.0	$ 52.8
AND BELOW	GROUP EXEC.	40.0	7.7	47.7		30.3	41.4	49.7
	SENIOR V.P.				$ 33.0			
	NO IN POSITION: 17							
$ 36.1	WEIGHTED GROUP AVG:	$ 41.1	$ 7.7	$ 48.8	$ 33.0			
NO SCOPE	ASST. V.P./DIR	$ 62.4	$ 12.7	$ 75.1		$ 47.9	$ 59.9	$ 71.9
REPORTED	VICE PRESIDENT	52.4	1.0	53.4		34.6	41.6	48.5
	NO IN POSITION: 12							
	WEIGHTED GROUP AVG:	$ 57.4	$ 6.9	$ 64.3				
	NO IN POSITION: 29							
$ 36.1	POSITION AVERAGE:	$ 48.6	$ 7.3	$ 55.9	$ 33.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 27 - PRODUCE MERCHANDISER

REGION #4 - SOUTHEAST

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL PRODUCE SALES		BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
($MIL)	REPORTS TO	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$50.0	VICE PRESIDENT	$ 44.3	$ 7.0	$ 51.3		$ 36.7	$ 44.0	$ 52.8
AND BELOW	GROUP EXEC.	33.7	7.7	41.4		30.4	37.4	49.1
	SENIOR V.P.				$ 29.4			
	NO IN POSITION: 13							
$ 14.8	WEIGHTED GROUP AVG:	$ 35.5	$ 7.6	$ 43.0	$ 29.4			
NO SCOPE	ASST. V.P./DIR	$ 62.3	$ 13.3	$ 75.6		$ 47.9	$ 59.9	$ 71.9
REPORTED	VICE PRESIDENT	52.4	0.9	53.3		34.6	41.6	48.5
	NO IN POSITION: 14							
	WEIGHTED GROUP AVG:	$ 58.1	$ 7.9	$ 66.0				
	NO IN POSITION: 27							
$ 14.8	POSITION AVERAGE:	$ 47.6	$ 7.8	$ 55.4	$ 29.4			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 31 - DELI MERCHANDISER

REGION #4 - SOUTHEAST

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL DELI SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$25.0	VICE PRESIDENT	$ 43.4	$ 6.4	$ 49.8		$ 36.7	$ 44.0	$ 52.8
AND BELOW	ASST. V.P./DIR	41.1	3.9	45.0		29.8	37.2	
		36.4	7.8	44.2				
	MANAGER				$ 33.0	25.4	33.0	39.5
	SENIOR V.P.				28.6			
	NO IN POSITION: 12							
$ 5.0	WEIGHTED GROUP AVG:	$ 41.1	$ 6.1	$ 47.2	$ 31.4			
NO SCOPE REPORTED	VICE PRESIDENT	$ 52.4	$ 1.0	$ 53.4		$ 34.6	$ 41.6	$ 48.5
	NO IN POSITION: 18							
$ 5.0	POSITION AVERAGE:	$ 47.9	$ 3.0	$ 50.9	$ 31.4			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 33 - GROCERY BUYER

REGION #4 - SOUTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL GROCERY PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$150.0	MANAGER				$ 30.9	$ 18.0	$ 28.1	$ 46.8
AND BELOW	REG. V.P./MGR.				29.6	29.1	34.9	41.9
	VICE PRESIDENT				29.4			
	ASST. V.P./DIR	$ 28.6	$ 3.2	$ 31.8		25.3	31.7	38.0
	NO IN POSITION: 51							
$ 42.8	WEIGHTED GROUP AVG:	$ 28.6	$ 3.2	$ 31.8	$ 30.6			
NO SCOPE	MANAGER				$ 42.4	$ 32.4	$ 40.5	$ 48.6
REPORTED	VICE PRESIDENT	$ 40.0	$ 3.2	$ 43.2		32.0	37.0	42.0
	ASST. V.P./DIR	39.3	0.7	40.0		34.6	41.6	48.5
	MANAGER				26.0			
	NO IN POSITION: 23							
	WEIGHTED GROUP AVG:	$ 39.5	$ 1.6	$ 41.1	$ 40.1			
	NO IN POSITION: 74							
$ 42.8	POSITION AVERAGE:	$ 36.8	$ 2.0	$ 38.8	$ 32.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 34 - MEAT BUYER

REGION #4 - SOUTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL MEAT PURCHASE ($MIL)	REPORTS TO	BONUS COMPANIES			NONBONUS COMPANIES SALARY	SALARY RANGE		
		SALARY	BONUS	TOTAL COMP		MIN	MID	MAX
$175.0	ASST. V.P./DIR	$ 43.3	$ 5.4	$ 48.7		$ 32.6	$ 40.8	$ 48.9
AND BELOW	MANAGER				$ 34.2	18.0	27.0	39.8
	VICE PRESIDENT				30.9			
	NO IN POSITION: 30							
$ 20.6	WEIGHTED GROUP AVG:	$ 43.3	$ 5.4	$ 48.7	$ 34.0			
NO SCOPE	ASST. V.P./DIR				$ 50.4	$ 34.6	$ 41.6	$ 48.5
REPORTED	MANAGER	$ 43.6	$ 7.3	$ 50.9		32.4	40.5	48.6
	MANAGER				24.0			
	NO IN POSITION: 7							
	WEIGHTED GROUP AVG:	$ 43.6	$ 7.3	$ 50.9	$ 37.2			
	NO IN POSITION: 37							
$ 20.6	POSITION AVERAGE:	$ 43.5	$ 6.9	$ 50.5	$ 34.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 35 - PRODUCE BUYER

REGION #4 - SOUTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL PRODUCE PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$25.0 AND BELOW	ASST. V.P./DIR	$ 36.6	$ 4.7	$ 41.3		$ 27.4	$ 34.3	$ 41.1
	MANAGER				$ 31.9	18.0	26.3	37.2
	NO IN POSITION: 28							
$ 5.5	WEIGHTED GROUP AVG:	$ 36.6	$ 4.7	$ 41.3	$ 31.9			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 60.3	$ 4.0	$ 64.3		$637.4	$ 46.8	$ 56.1
	MANAGER	42.3	6.0	48.3		32.4	40.5	48.6
	VICE PRESIDENT	37.1	2.8	39.9		32.0	37.0	42.0
	NO IN POSITION: 9							
	WEIGHTED GROUP AVG:	$ 43.1	$ 5.1	$ 48.2				
	NO IN POSITION: 37							
$ 5.5	POSITION AVERAGE:	$ 42.0	$ 5.0	$ 47.0	$ 31.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 36 - FROZEN FOODS BUYER

REGION #4 - SOUTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE		BONUS COMPANIES			NONBONUS	SALARY RANGE		
ANNL FROZ FOOD PURCH ($MIL)	REPORTS TO	SALARY	BONUS	TOTAL COMP	COMPANIES SALARY	MIN	MID	MAX
$75.0	ASST. V.P./DIR	$ 30.6	$ 4.6	$ 35.2		$ 25.3	$ 31.7	$ 38.0
AND BELOW	MANAGER				$ 22.1	15.7	22.1	25.3
	NO IN POSITION: 5							
$ 12.6	WEIGHTED GROUP AVG:	$ 30.6	$ 4.6	$ 35.2	$ 22.1			
NO SCOPE	ASST. V.P./DIR	$ 58.0	$ 4.0	$ 62.0		$ 40.4	$ 50.5	$ 60.6
REPORTED	VICE PRESIDENT	39.7	1.9	41.6		32.0	37.0	42.0
	MANAGER				$ 22.0			
	NO IN POSITION: 3							
	WEIGHTED GROUP AVG:	$ 48.8	$ 2.9	$ 51.8	$ 22.0			
	NO IN POSITION: 8							
$ 12.6	POSITION AVERAGE:	$ 42.8	$ 3.5	$ 46.3	$ 22.1			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 37 - DAIRY BUYER

REGION #4 - SOUTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL DAIRY PURCH. ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
*	ASST. V.P./DIR	$ 30.6	$ 4.6	$ 35.2		$ 25.3	$ 31.7	$ 38.0
	NO IN POSITION:	1						
	WEIGHTED GROUP AVG:	$ 30.6	$ 4.6	$ 35.2				
NO SCOPE REPORTED	VICE PRESIDENT	$ 39.7	$ 1.9	$ 41.6		$ 32.0	$ 37.0	$ 42.0
	ASST. V.P./DIR				$ 34.6	29.7	35.6	41.6
	MANAGER				23.0			
	NO IN POSITION:	3						
	WEIGHTED GROUP AVG:	$ 39.7	$ 1.9	$ 41.6	$ 28.8			
	NO IN POSITION:	4						
	POSITION AVERAGE:	$ 35.2	$ 3.2	$ 38.4	$ 28.8			

* Scope not displayed due to single company sample.

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 38 - NONFOOD BUYER

REGION #4 - SOUTHEAST

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL NONFOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$150.0 AND BELOW	ASST. V.P./DIR	$ 29.5	$ 2.5	$ 32.0		$ 25.3	$ 31.7	$ 38.0
	MANAGER				$ 27.4	21.2	32.1	43.1
	NO IN POSITION: 21							
$ 23.7	WEIGHTED GROUP AVG:	$ 29.5	$ 2.5	$ 32.0	$ 27.4			
NO SCOPE REPORTED	MANAGER				$ 38.4	$ 32.4	$ 40.5	$ 48.6
	VICE PRESIDENT	$ 33.0	$ 0.0	$ 33.0		32.0	37.0	42.0
	MANAGER				20.0			
	NO IN POSITION: 7							
	WEIGHTED GROUP AVG:	$ 33.0	$ 0.0	$ 33.0	$ 32.3			
	NO IN POSITION: 28							
$ 23.7	POSITION AVERAGE:	$ 30.7	$ 1.6	$ 32.3	$ 28.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 43 - DIVISION GENERAL MANAGER
REGION #4 - SOUTHEAST

Responsible for the profitable operation of a division or geographic region of the corporation or operating company. Develops sales and profit objectives and forecasts, operating and capital expenditure budgets, and objectives for assigned stores and facilities. Oversees merchandising, store operations and staff activities. Reviews buying and merchandising programs to insure maximum profitability and continuity with the company's overall strategy. Reviews operating results of stores against sales and profit targets. Directs staff activities in support of division programs and financial objectives. Provides specific limitations of authority for all subordinates regarding contractual commitments, expenditures and personnel decisions. Continually reviews and reports to top management the division's performance with respect to market share, operating results, capital requirements, etc.

SCOPE ANN'L DIVISION SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$400.0 AND BELOW	C.O.O.	$119.0	$ 10.0	$129.0		$ 75.0	$ 90.0	$107.0
	CEO/PRESIDENT				$ 68.9			
	VICE PRESIDENT	63.5	11.0	74.5		58.8	73.6	88.3
	EXEC. V.P.	51.2	6.8	58.0				
	NO IN POSITION: 9							
$ 268.7	WEIGHTED GROUP AVG:	$ 75.8	$ 9.6	$ 85.4	$ 68.9			
	NO IN POSITION: 9							
$ 268.7	POSITION AVERAGE:	$ 75.8	$ 9.6	$ 85.4	$ 68.9			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 45 - DISTRICT MANAGER

REGION #4 - SOUTHEAST

Responsible for the management and profitable operation of all stores in assigned district. Directs store managers to achieve maximum sales and profits from each store. Plans and directs store operating activities necessary to assure conformity with established sales and merchandising programs. Forecasts store sales, expenses, and operating profits. Keeps abreast of competitive activities in assigned geographic area.

SCOPE ANN'L DISTRICT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$300.0	DIV. V.P./MGR.	$ 61.5	$ 1.4	$ 62.9		$ 46.8	$ 58.5	$ 73.1
AND BELOW	DIV. V.P./MGR.	61.5	1.4	62.9		46.8	58.5	73.1
	DIV. V.P./MGR.	51.2	10.2	61.4				
	VICE PRESIDENT	50.2	5.0	55.2				
	VICE PRESIDENT	47.2	7.8	55.0		40.0	45.0	50.0
	ASST. V.P./DIR	43.3	5.4	48.7		35.9	44.9	53.9
	REG. V.P./MGR.	42.1	5.1	47.2		38.5	46.2	55.4
	REG. V.P./MGR.	42.1	5.7	47.8		38.5	46.2	55.4
					$ 41.6			
	ASST. V.P./DIR	41.5	5.4	46.9		35.9	44.9	53.9
	ASST. V.P./DIR	39.3	5.0	44.3		35.9	44.9	53.9
	REG. V.P./MGR.	38.4	4.3	42.7		38.5	46.2	55.4
					38.2			
					38.2			
	VICE PRESIDENT				38.1			
	VICE PRESIDENT				36.9			
	DIV. V.P./MGR.	31.9	10.2	42.1		25.1	31.9	38.7
					31.2			
	NO IN POSITION: 71							
$ 82.9	WEIGHTED GROUP AVG:	$ 46.6	$ 5.4	$ 52.0	$ 37.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 45 - DISTRICT MANAGER

REGION #4 - SOUTHEAST

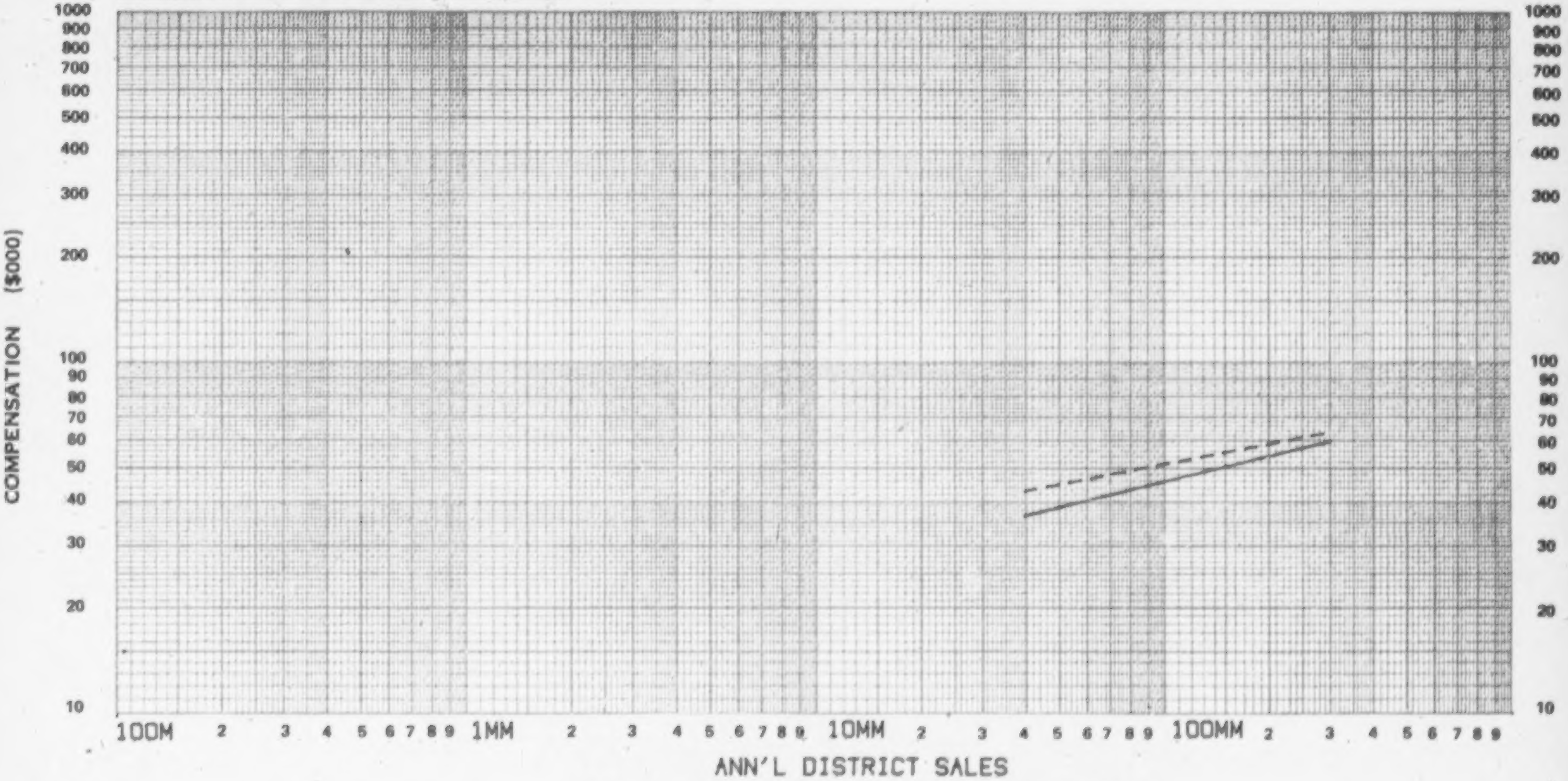
SCOPE ANN'L DISTRICT SALES ($MIL)		BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
	REPORTS TO	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
NO SCOPE REPORTED	ASST. V.P./DIR	$ 63.6	$ 2.0	$ 65.6		$ 44.4	$ 55.6	$ 66.7
	DIV. V.P./MGR.	59.5	12.7	72.2		47.9	59.9	71.9
	REG. V.P./MGR.	44.2	4.4	48.6				
	NO IN POSITION: 134							
	WEIGHTED GROUP AVG:	$ 49.2	$ 6.0	$ 55.2				
	NO IN POSITION: 205							
$ 82.9	POSITION AVERAGE:	$ 48.4	$ 5.8	$ 54.2	$ 37.5			

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	———	0.50	1.15
Bonus Co's Total Comp	------	0.52	1.11
Nonbonus Co's Salary	-.-.-.		



SURVEY POSITION #45 - DISTRICT MANAGER

REGION #4 - SOUTHEAST

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE			WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$300.0 AND ABOVE	$ 61.0	$ 3.1	$ 64.1					5.0	2.0	47.0	17.3	225	225
	60.1	3.0	63.1					5.0	2.0	47.0	17.3	225	225
	59.2	2.9	62.1					5.0	2.0	47.0	17.3	225	225
	42.0	2.4	44.4		$ 30.0	$ 40.0	$ 48.0	5.5	2.0	46.0	1.0	B	B
				$ 40.5				6.0	3.0	60.0	17.0	B	B
	40.0	10.0	50.0		39.9	41.0	42.0		2.0	48.0	10.0	B	B
	38.7	5.2	43.9										
	35.9	4.2	40.1		21.5	36.1	59.1	6.0	3.0	48.0	10.0	B	B
	32.8	5.8	38.6					5.0	1.5	50.0	17.0	F	D
				30.2				5.0	2.0	60.0	26.0	106	D
NO. IN POS: 88													
$ 697.5 WT'D AVG:	$ 52.7	$ 3.6	$ 56.3	$ 31.7									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$299.9	$ 58.0	$ 3.0	$ 61.0					5.0	2.0	47.0	17.3	225	225
TO	54.7	2.9	57.6					5.0	2.0	47.0	17.3	225	225
$100.0	51.6	2.6	54.2					5.0	2.0	47.0	17.3	225	225
	48.0	2.4	50.4					5.0	2.0	47.0	17.3	225	225
	38.5	4.0	42.5										
	37.5	3.0	40.5										
	36.6	0.5	37.1										
	34.8	5.3	40.1		$ 28.0	$ 35.0	$ 42.0	5.0	2.5	55.0	10.0	B	B
	34.3	5.3	39.6		28.0	35.0	42.0	5.0	2.5	55.0	10.0	B	B
	33.8	6.0	39.8		24.4	34.1	44.5	5.5	2.5	55.0	17.0	150	A
	33.8	6.0	39.8		23.7	34.1	44.5	5.5	2.5	55.0	17.0	150	A
	33.8	6.0	39.8		23.7	34.1	44.5	5.5	2.5	55.0	17.0	150	A
	33.2	4.2	37.4					5.0	1.5	50.0	17.0	F	D
				$ 33.1				6.0	3.0	60.0	17.0	B	B
	32.8	4.6	37.4		28.0	35.0	42.0	5.0	2.5	55.0	10.0	B	B
	32.7	3.4	36.1					5.0	1.5	50.0	17.0	F	D
				31.6				5.0	2.0	60.0	26.0	106	D
	29.5	2.9	32.4					5.0	1.5	50.0	17.0	F	D
				29.1				6.0	3.0	60.0	17.0	B	B
				28.1				5.0	2.0	60.0	26.0	106	D
				27.5				5.0	2.0	60.0	26.0	106	D
				27.3				6.0	3.0	60.0	17.0	B	B
	21.0	0.0	21.0					6.0	3.0	50.0	17.0	A	A
NO. IN POS: 465													
$ 170.1 WT'D AVG:	$ 37.8	$ 4.6	$ 42.4	$ 28.9									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #4 - SOUTHEAST

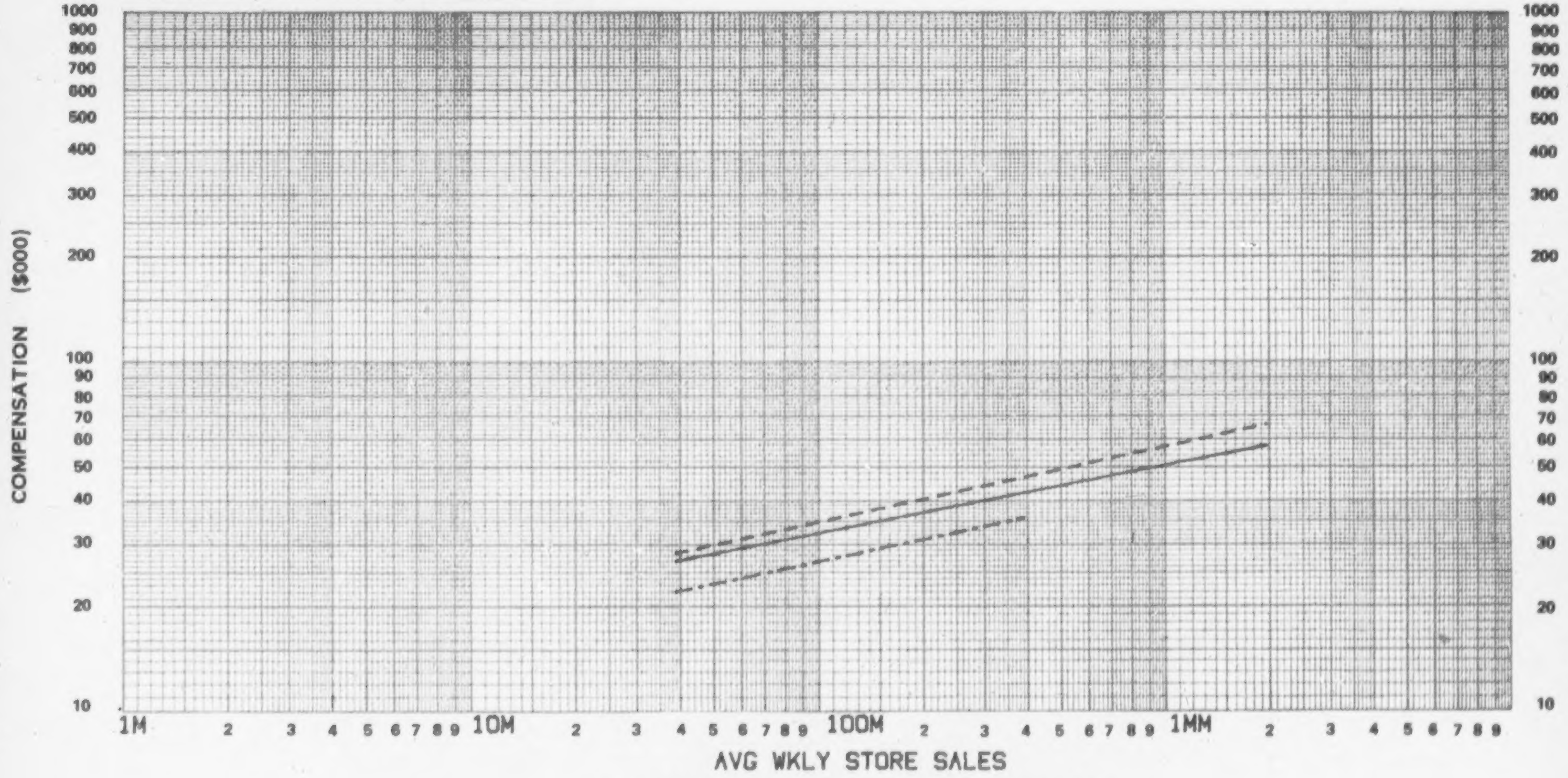
SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$99.9	$ 38.2	$ 3.8	$ 42.0					5.5		44.0			
AND BELOW	31.5	5.4	36.9		$ 28.0	$ 35.0	$ 42.0	5.0	2.5	55.0	10.0	B	B
	30.5	2.6	33.1					5.0	1.5	50.0	17.0	F	D
	29.4	1.8	31.2					5.0	1.5	50.0	17.0	F	D
	29.4	1.8	31.2					5.0	1.5	50.0	17.0	F	D
				$ 27.5				5.0	2.0	60.0	26.0	106	D
				25.5				5.0	2.0	60.0	26.0	106	D
				23.9				5.5	3.0	55.0	17.0	B	B
				22.8				6.0	3.0	60.0	17.0	B	B
				20.8				5.5	3.0	55.0	17.0	B	B
	20.6	0.0	20.6					6.0	3.0	50.0	17.0	A	A
	20.5	0.0	20.5					6.0	3.0	50.0	17.0	A	A
	20.0	0.0	20.0					6.0	3.0	50.0	17.0	A	A
NO. IN POS: 540													
$ 57.8 WT'D AVG:	$ 36.0	$ 3.4	$ 39.4	$ 25.0									
NO SCOPE REPORTED	$ 51.4	$ 6.1	$ 57.5					6.0		48.0			
	51.4	15.6	67.0					6.0		48.0			
	38.0	7.3	45.3		$ 28.0	$ 35.0	$ 42.0	5.0	2.5	55.0	10.0	B	B
	33.7	5.7	39.4		28.0	35.0	42.0	5.0	2.5	55.0	10.0	B	B
NO. IN POS: 56													
WT'D AVG:	$ 50.8	$ 13.8	$ 64.6										
NO. IN POS: 1149													
$ 157.1 POSITION AVG:	$ 38.7	$ 4.4	$ 43.1	$ 28.6									

Food Marketing Institute

1986/1987 MANAGEMENT COMPENSATION STUDY

LEGEND

Company Type/Trend Line		Coefficient of Determination	Standard Error
Bonus Co's Salary	——	0.35	1.28
Bonus Co's Total Comp	------	0.40	1.28
Nonbonus Co's Salary	-.-.-.	0.73	1.10



SURVEY POSITION #46 - STORE MANAGER

REGION #4 - SOUTHEAST

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #4 - SOUTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$200.0	$ 38.0	$ 2.3	$ 40.3		$ 25.5	$ 34.0	$ 43.5	5.5	2.0	46.0	1.0	B	B
AND ABOVE				$ 33.2	26.0	31.5	37.1	6.0	3.0	48.0	21.0	B	B
	29.7	2.9	32.6		23.0	27.0	31.0	5.0	2.5	53.0	10.0	B	B
				27.9									
				27.0									
	25.6	7.5	33.1					5.0	2.0	40.0	17.3	F	F
				25.1				5.5	2.0	50.0	17.0	B	B
				24.7				5.0	2.0	45.0	2.0	97	D
				22.6	20.0	22.5	25.0	6.0	4.0	50.0	25.0	B	B
				18.8				5.5	2.0	50.0	17.0	B	B
NO. IN POS: 79													
$ 661.6 WT'D AVG:	$ 29.7	$ 3.9	$ 33.6	$ 24.5									
$199.9	$ 27.9	$ 2.8	$ 30.7		$ 23.0	$ 27.0	$ 31.0	5.0	2.5	53.0	10.0	B	B
TO	27.3	3.0	30.3		18.7	26.9	35.1	5.5	2.5	50.0	17.0	125	A
$100.0	27.3	3.0	30.3		18.7	26.9	35.1	5.5	2.5	50.0	17.0	125	A
	27.3	2.7	30.0		23.0	27.0	31.0	5.0	2.5	53.0	10.0	B	B
				$ 26.3									
				26.3									
				24.2				5.0	2.0	45.0	2.0	97	D
				23.1				5.0	2.0	45.0	2.0	97	D
				22.2				5.0	2.0	45.0	2.0	97	D
				19.1				5.5	2.0	50.0	17.0	B	B
				18.8				5.5	2.0	50.0	17.0	B	B
	17.1	0.0	17.1					6.0	3.0	50.0	17.0	A	A
NO. IN POS: 226													
$ 143.2 WT'D AVG:	$ 27.3	$ 2.9	$ 30.2	$ 21.6									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #4 - SOUTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$99.9					$ 28.0				5.5		44.0			
AND BELOW		$ 27.3	$ 2.7	$ 30.0		$ 23.0	$ 27.0	$ 31.0	5.0	2.5	53.0	10.0	B	B
					23.1				5.0	2.0	45.0	2.0	97	D
					21.2				5.0	2.0	45.0	2.0	97	D
					17.5				5.5	2.0	50.0	17.0	B	B
					17.1				5.5	2.0	50.0	17.0	B	B
		16.6	0.0	16.6					6.0	3.0	50.0	17.0	A	A
		16.1	0.0	16.1					6.0	3.0	50.0	17.0	A	A
		15.6	0.0	15.6					6.0	3.0	50.0	17.0	A	A
NO. IN POS: 486														
$ 56.2	WT'D AVG:	$ 20.7	$ 1.1	$ 21.8	$ 27.8									
NO SCOPE REPORTED		$ 30.5	$ 3.5	$ 34.0		$ 23.0	$ 27.0	$ 31.0	5.0	2.5	53.0	10.0	B	B
		28.0	2.8	30.8		23.0	27.0	31.0	5.0	2.5	53.0	10.0	B	B
NO. IN POS: 2														
	WT'D AVG:	$ 29.3	$ 3.1	$ 32.4										
NO. IN POS: 793														
$ 141.5	POSITION AVG:	$ 26.0	$ 2.5	$ 28.5	$ 26.8									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER
REGION #4 - SOUTHEAST

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$30.0				$ 30.4				5.5		45.0	4.0	B	B
AND ABOVE				29.3									
				28.6				5.0	2.0	50.0	26.0	103	D
				28.2									
				28.2									
				27.5				5.0	2.0	50.0	26.0	103	D
				22.1				5.5		45.0	4.0	B	B
				19.4				5.0		40.0	4.0	B	B
NO. IN POS: 44													
$ 45.3 WT'D AVG:				$ 26.4									
$29.9				$ 27.9									
AND BELOW				26.5				5.0	2.0	50.0	26.0	103	D
				26.0				5.0	2.0	50.0	26.0	103	D
				26.0				5.0	2.0	50.0	26.0	103	D
	$ 25.3	$ 3.0	$ 28.3		$ 22.2	$ 25.3	$ 28.4	5.5	1.0	48.0	24.0	E	D
	25.3	3.0	28.3		22.2	25.3	28.4	5.5	1.0	48.0	24.0	E	D
	25.3	3.0	28.3		22.2	25.3	28.4	5.5	1.0	48.0	24.0	E	D
				17.8				5.0		40.0	4.0	B	B
	17.5	0.0	17.5					5.0	1.0	44.0	17.0	A	A
				16.4				5.0		40.0	4.0	B	B
	16.0	0.0	16.0					5.0	1.0	44.0	17.0	A	A
	15.5	0.0	15.5					5.0	1.0	44.0	17.0	A	A
NO. IN POS: 252													
$ 22.8 WT'D AVG:	$ 23.5	$ 2.5	$ 26.0	$ 22.7									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER
REGION #4 - SOUTHEAST

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
NO SCOPE				$ 40.8	$ 39.5	$ 40.5	$ 41.5	6.0	2.0	48.0	9.0	B	B
REPORTED	$ 30.2	$ 3.0	$ 33.2		20.3	27.0	33.7	5.7	1.0	50.0	1.0	B	B
	30.2	0.0	30.2					5.0	1.0	40.0	13.0	F	F
				21.3				6.0	3.0	45.0		C	F
NO. IN POS: 22 WT'D AVG:	$ 30.2	$ 1.0	$ 31.2	$ 25.0									
NO. IN POS: 318 $ 26.1 POSITION AVG:	$ 23.7	$ 2.4	$ 26.1	$ 24.5									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 25 - GROCERY MERCHANDISER

REGION #5 - PACIFIC

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL GROCERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$150.0	EXEC. V.P.	$ 43.9	$ 1.4	$ 45.3				
AND BELOW	EXEC. V.P.	39.2	2.9	42.1		$ 30.9	$ 41.2	$ 46.3
	VICE PRESIDENT				$ 38.7	30.0	37.5	45.0
	ASST. V.P./DIR	31.7	1.9	33.6				
	NO IN POSITION: 7							
$ 96.2	WEIGHTED GROUP AVG:	$ 39.1	$ 1.8	$ 40.9	$ 38.7			
	NO IN POSITION: 7							
$ 96.2	POSITION AVERAGE:	$ 39.1	$ 1.8	$ 40.9	$ 38.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 26 - MEAT MERCHANDISER

REGION #5 - PACIFIC

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL MEAT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$50.0 AND BELOW	ASST. V.P./DIR				$ 45.6	$ 35.3	$ 40.8	$ 46.0
	VICE PRESIDENT	$ 41.6	$ 2.1	$ 43.7		30.0	37.5	45.0
	ASST. V.P./DIR	32.6	1.8	34.4				
	NO IN POSITION: 10							
$ 30.9	WEIGHTED GROUP AVG:	$ 35.6	$ 1.9	$ 37.5	$ 45.6			
	NO IN POSITION: 10							
$ 30.9	POSITION AVERAGE:	$ 35.6	$ 1.9	$ 37.5	$ 45.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 27 - PRODUCE MERCHANDISER

REGION #5 - PACIFIC

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL PRODUCE SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$50.0 AND BELOW	VICE PRESIDENT	$ 55.1	$ 7.0	$ 62.1		$ 30.0	$ 37.5	$ 45.0
	ASST. V.P./DIR				$ 44.6	35.3	40.8	46.0
	EXEC. V.P.	32.0	3.0	35.0		30.9	32.9	41.2
	ASST. V.P./DIR	31.5	1.7	33.2				
	NO IN POSITION: 11							
$ 20.7	WEIGHTED GROUP AVG:	$ 37.5	$ 3.4	$ 40.9	$ 44.6			
	NO IN POSITION: 11							
$ 20.7	POSITION AVERAGE:	$ 37.5	$ 3.4	$ 40.9	$ 44.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 31 - DELI MERCHANDISER

REGION #5 - PACIFIC

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL DELI SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$25.0 AND BELOW	ASST. V.P./DIR				$ 40.7	$ 35.3	$ 40.8	$ 46.0
	CEO/PRESIDENT	$ 33.0	$ 0.5	$ 33.5				
	VICE PRESIDENT				30.9	30.0	37.5	45.0
		28.0	2.0	30.0		28.0	30.0	32.0
	NO IN POSITION: 7							
$ 6.5	WEIGHTED GROUP AVG:	$ 30.5	$ 1.3	$ 31.8	$ 38.7			
	NO IN POSITION: 7							
$ 6.5	POSITION AVERAGE:	$ 30.5	$ 1.3	$ 31.8	$ 38.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 32 - BAKERY MERCHANDISER

REGION #5 - PACIFIC

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SCOPE ANNUAL BAKERY SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$50.0	ASST. V.P./DIR	$ 55.9	$ 4.7	$ 60.6				
AND BELOW	VICE PRESIDENT	41.4	2.0	43.4		$ 30.0	$ 37.5	$ 45.0
	ASST. V.P./DIR				$ 39.7	35.3	40.8	46.0
		28.0	2.0	30.0		28.0	30.0	32.0
	NO IN POSITION: 6							
$ 16.5	WEIGHTED GROUP AVG:	$ 41.8	$ 2.9	$ 44.7	$ 39.7			
	NO IN POSITION: 6							
$ 16.5	POSITION AVERAGE:	$ 41.8	$ 2.9	$ 44.7	$ 39.7			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 33 - GROCERY BUYER

REGION #5 - PACIFIC

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL GROCERY PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$150.0	ASST. V.P./DIR				$ 45.2	$ 40.0	$ 47.0	$ 54.0
AND BELOW	MANAGER	$ 35.6	$ 0.0	$ 35.6		31.8	39.6	47.2
	MANAGER	33.1	0.0	33.1		23.0	30.8	38.4
	ASST. V.P./DIR	32.1	2.1	34.2				
	NO IN POSITION: 22							
$ 100.4	WEIGHTED GROUP AVG:	$ 33.8	$ 0.3	$ 34.2	$ 45.2			
	NO IN POSITION: 22							
$ 100.4	POSITION AVERAGE:	$ 33.8	$ 0.3	$ 34.2	$ 45.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 35. - PRODUCE BUYER

REGION #5 - PACIFIC

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL PRODUCE PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$75.0 AND BELOW	VICE PRESIDENT	$ 46.8	$ 0.0	$ 46.8		$ 34.8	$ 44.4	$ 54.1
	ASST. V.P./DIR				$ 45.5	40.0	47.0	54.0
	VICE PRESIDENT	40.7	0.0	40.7		31.8	39.6	47.2
	NO IN POSITION: 4							
$ 35.5	WEIGHTED GROUP AVG:	$ 43.8	$ 0.0	$ 43.8	$ 45.5			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 47.8	$ 1.5	$ 49.3				
	NO IN POSITION: 5							
$ 35.5	POSITION AVERAGE:	$ 45.1	$ 0.5	$ 45.6	$ 45.5			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 36 - FROZEN FOODS BUYER

REGION #5 - PACIFIC

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE		BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
ANNL FROZ FOOD PURCH ($MIL)	REPORTS TO	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$125.0 AND BELOW	ASST. V.P./DIR				$ 51.0	$ 40.0	$ 47.0	$ 54.0
	VICE PRESIDENT	$ 38.0	$ 0.0	$ 38.0		31.8	39.6	47.2
	MANAGER	34.8	0.0	34.8		25.7	33.6	42.0
	NO IN POSITION: 5							
$ 47.3	WEIGHTED GROUP AVG:	$ 35.6	$ 0.0	$ 35.6	$ 51.0			
	NO IN POSITION: 5							
$ 47.3	POSITION AVERAGE:	$ 35.6	$ 0.0	$ 35.6	$ 51.0			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 38 - NONFOOD BUYER

REGION #5 - PACIFIC

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL NONFOOD PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$50.0	ASST. V.P./DIR				$ 42.3	$ 40.0	$ 47.0	$ 54.0
AND BELOW	VICE PRESIDENT	$ 38.6	$ 0.0	$ 38.6		31.8	39.6	47.2
	ASST. V.P./DIR	34.4	2.1	36.5				
	MANAGER	33.6	0.0	33.6		23.0	30.8	38.4
	NO IN POSITION:	11						
$ 23.4	WEIGHTED GROUP AVG:	$ 35.2	$ 0.7	$ 35.9	$ 42.3			
NO SCOPE REPORTED	ASST. V.P./DIR	$ 46.0	$ 0.9	$ 46.9				
	NO IN POSITION:	12						
$ 23.4	POSITION AVERAGE:	$ 36.4	$ 0.8	$ 37.2	$ 42.3			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 39 - DELI BUYER

REGION #5 - PACIFIC

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SCOPE ANNUAL DELI PURCH ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$100.0	ASST. V.P./DIR				$ 47.2	$ 40.0	$ 47.0	$ 54.0
AND BELOW	VICE PRESIDENT	$ 34.1	$ 0.0	$ 34.1		31.8	39.6	47.2
	MANAGER	30.6	0.0	30.6		23.0	30.8	38.4
	ASST. V.P./DIR	30.0	1.8	31.8				
	NO IN POSITION: 7							
$ 44.2	WEIGHTED GROUP AVG:	$ 30.9	$ 1.1	$ 32.0	$ 47.2			
	NO IN POSITION: 7							
$ 44.2	POSITION AVERAGE:	$ 30.9	$ 1.1	$ 32.0	$ 47.2			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 45 - DISTRICT MANAGER

REGION #5 - PACIFIC

Responsible for the management and profitable operation of all stores in assigned district. Directs store managers to achieve maximum sales and profits from each store. Plans and directs store operating activities necessary to assure conformity with established sales and merchandising programs. Forecasts store sales, expenses, and operating profits. Keeps abreast of competitive activities in assigned geographic area.

SCOPE ANN'L DISTRICT SALES ($MIL)	REPORTS TO	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	MID	MAX
$300.0 AND BELOW	GROUP EXEC.				$ 73.0			
	GROUP EXEC.				67.3			
	DIV. V.P./MGR.	$ 61.5	$ 11.7	$ 73.2		$ 46.8	$ 58.5	$ 73.1
	DIV. V.P./MGR.	61.5	11.7	73.2		46.8	58.5	73.1
	DIV. V.P./MGR.	61.5	11.7	73.2		46.8	58.5	73.1
	EXEC. V.P.				59.0	50.0	60.0	70.0
	CEO/PRESIDENT	54.3	3.2	57.5				
	CEO/PRESIDENT	54.3	3.2	57.5				
	SENIOR V.P.	35.0	2.1	37.1				
	NO IN POSITION: 36							
$ 154.5	WEIGHTED GROUP AVG:	$ 57.8	$ 9.3	$ 67.1	$ 67.1			

	NO IN POSITION: 36				
$ 154.5	POSITION AVERAGE:	$ 57.8	$ 9.3	$ 67.1	$ 67.1

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #5 - PACIFIC

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE			WORK SCHEDULE/PAY PRACTICES					
	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$200.0				$ 54.0	$ 48.0	$ 56.0	$ 64.0	5.0	.5	55.0	.5		
AND ABOVE				50.6	48.0	56.0	64.0	5.0	.5	55.0	.5		
	$ 47.6	$ 1.9	$ 49.5					5.3		44.0			
	46.0	1.9	47.9					5.3		44.0			
	41.7	5.1	46.8		36.0	41.2	46.3	5.0		40.0		D	D
	41.7	5.1	46.8		36.0	41.2	46.3	5.0		40.0		D	D
	37.9	11.1	49.0		32.5	40.3	48.2		.3	44.0	8.0	B	B
	32.3	2.8	35.1					6.0	1.0	48.0	13.0	B	B
	31.5	1.8	33.3					6.0	1.0	48.0	13.0	B	B
NO. IN POS: 167													
$ 350.3 WT'D AVG:	$ 43.5	$ 3.0	$ 46.5	$ 52.6									
$199.9				$ 48.0	$ 46.7	$ 49.0	$ 51.0	5.0	.5	55.0	.5		
AND BELOW				46.9	45.7	47.0	49.0	5.0	.5	55.0	.5		
	$ 43.4	$ 1.9	$ 45.3					5.3		44.0			
	43.4	1.9	45.3					5.3		44.0			
	35.5	0.0	35.5		32.5	40.3	48.2	6.0	.3	44.0	8.0	B	B
	33.5	5.5	39.0		32.5	40.3	48.2	6.0	.3	44.0	8.0	B	B
	30.6	1.8	32.4					6.0	1.0	48.0	13.0	B	B
NO. IN POS: 29													
$ 173.3 WT'D AVG:	$ 36.2	$ 2.0	$ 38.2	$ 47.9									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 46 - STORE MANAGER

REGION #5 - PACIFIC

SCOPE	BONUS COMPANIES			NONBONUS	SALARY RANGE			WORK SCHEDULE/PAY PRACTICES					
AVG WKLY STORE SALES ($THOU)	SALARY	BONUS	TOTAL COMP	COMPANIES SALARY	MIN	MID	MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
NO SCOPE REPORTED	$ 45.5	$ 2.9	$ 48.4		$ 30.8	$ 41.0	$ 51.3	6.0		50.0		0	0
	43.8	30.6	74.4					6.0		48.0			
	43.2	25.5	68.7					6.0		48.0			
	42.7	19.4	62.1					6.0		48.0			
	42.3	7.8	50.1					6.0		48.0			
	42.0	0.1	42.1					6.0		48.0			
	42.0	3.0	45.0					6.0		48.0			
NO. IN POS: 223 WT'D AVG:	$ 42.9	$ 19.1	$ 62.0										
NO. IN POS: 419													
$ 324.1 POSITION AVG:	$ 42.7	$ 15.2	$ 57.9	$ 52.0									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 47 - ASSISTANT/CO-STORE MANAGER
REGION #5 - PACIFIC

SCOPE	BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE			WORK SCHEDULE/PAY PRACTICES					
AVG WKLY STORE SALES ($THOU)	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX	# DYS.	# NTS.	# HRS.	# SUN.	SUN. PAY	HOL. PAY
$175.0				$ 42.3	$ 41.0	$ 42.5	$ 44.0	5.0	1.0	52.0	2.0		
AND ABOVE				42.0	41.0	42.5	44.0	5.0	1.0	52.0	2.0		
				41.0	41.0	42.5	44.0	5.0	1.0	52.0	2.0		
				40.6				5.3		44.0			
				39.0				5.3		44.0			
				37.9				5.3		44.0			
	$ 35.6	$ 1.0	$ 36.6					5.0		40.0	26.0	E	G
	35.6	1.0	36.6					5.0		40.0	26.0	E	G
				34.7	32.5	35.6	38.6	5.5	2.0	44.0	44.0	B	B
				34.0	32.5	35.6	38.6	5.5	2.0	44.0	44.0	B	B
	26.8	1.1	27.9					6.0	1.0	48.0	13.0	B	B
NO. IN POS: 184													
$ 331.6 WT'D AVG:	$ 31.5	$ 1.0	$ 32.5	$ 41.3									
$174.9				$ 41.0	$ 41.0	$ 42.5	$ 44.0	5.0	1.0	52.0	2.0		
AND BELOW	$ 39.3	$ 1.7	$ 41.0		25.2	33.6	42.0	6.0	2.0	50.0	5.0	D	D
				37.9				5.3		44.0			
				31.5	32.5	35.6	38.6	5.5	2.0	44.0	44.0	B	B
	26.9	1.1	28.0					6.0	1.0	48.0	13.0	B	B
	26.2	1.1	27.3					6.0	1.0	48.0	13.0	B	B
NO. IN POS: 18													
$ 141.4 WT'D AVG:	$ 27.7	$ 1.1	$ 28.8	$ 37.2									
NO. IN POS: 202													
$ 314.6 POSITION AVG:	$ 29.7	$ 1.1	$ 30.8	$ 41.2									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 48 - MEAT DEPARTMENT MANAGER
REGION #5 - PACIFIC

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	 BONUS	 TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	 MID	 MAX	WORK SCHEDULE/PAY PRACTICES # DYS.	 # NTS.	 # HRS.	 # SUN.	 SUN. PAY	 HOL. PAY
$125.0 AND BELOW				$ 37.9									
				37.9									
				37.9									
				37.9									
	$ 36.4	$ 1.0	$ 37.4					5.0		40.0	26.0	E	G
	36.4	1.0	37.4					5.0		40.0	26.0	E	G
				35.2	$ 35.1	$ 38.1	$ 41.0	5.0		40.0		E	E
				32.9	35.1	38.1	41.0	5.0		40.0		E	E
				32.4	35.1	38.1	41.0	5.0		40.0		E	E
				32.2	35.1	38.1	41.0	5.0		40.0		E	E
				30.7	35.1	38.1	41.0	5.0		40.0		E	E
				30.6				5.0		44.0	13.0	D	E
NO. IN POS: 69													
$ 45.0 WT'D AVG:	$ 36.4	$ 1.0	$ 37.4	$ 35.7									
NO SCOPE REPORTED	$ 39.1	$ 0.5	$ 39.6					6.0		50.0		0	0
NO. IN POS: 1													
WT'D													
NO. IN POS: 70													
$ 45.0 POSITION AVG:	$ 36.7	$ 0.9	$ 37.6	$ 35.7									

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 53 - PHARMACY MANAGER

REGION #5 - PACIFIC

Responsible for the management and operation of the store's pharmacy department, including prescriptions, inventory control, customer and employee relations, compliance with regulatory agencies and company policies. Must be a registered pharmacist. May be considered to be the assistant store manager.

SCOPE AVG WKLY DRUG SALES ($THOU)	REPORTS TO	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMP	NONBONUS COMPANIES SALARY	SALARY RANGE MIN	SALARY RANGE MID	SALARY RANGE MAX
$25.0	MANAGER				$ 43.7	$ 32.5	$ 40.6	$ 44.5
AND BELOW	MANAGER	$ 42.1	$ 1.0	$ 43.1		41.0	43.0	44.0
	ASST. V.P./DIR				40.0			
	ASST. V.P./DIR				40.0			
	NO IN POSITION: 8							
$ 13.2	WEIGHTED GROUP AVG:	$ 42.1	$ 1.0	$ 43.1	$ 40.6			
	NO IN POSITION: 8							
$ 13.2	POSITION AVERAGE:	$ 42.1	$ 1.0	$ 43.1	$ 40.6			

FOOD MARKETING INSTITUTE
1986-1987 MANAGEMENT COMPENSATION STUDY
SURVEY POSITION 54 - PHARMACIST

REGION #5 - PACIFIC

Responsible for the efficient, ethical and lawful compounding and dispensing of prescription pharmaceuticals. Advises customers on the use and storage of prescription and non-prescription drugs. Orders and maintains supply of drugs, chemicals, and other pharmaceutical stock.

SCOPE		BONUS COMPANIES			NONBONUS COMPANIES	SALARY RANGE		
AVG WKLY DRUG SALES ($THOU)	REPORTS TO	SALARY	BONUS	TOTAL COMP	SALARY	MIN	MID	MAX
$25.0 AND BELOW	MANAGER	$ 40.5	$ 1.0	$ 41.5		$ 40.5	$ 41.5	$ 42.5
	MANAGER				$ 38.0			
	MANAGER				38.0			
	MANAGER				24.0			
	NO IN POSITION: 14							
$ 11.8	WEIGHTED GROUP AVG:	$ 40.5	$ 1.0	$ 41.5	$ 35.2			
	NO IN POSITION: 14							
$ 11.8	POSITION AVERAGE:	$ 40.5	$ 1.0	$ 41.5	$ 35.2			

APPENDIX: SURVEY POSITION DESCRIPTIONS

SURVEY POSITION DESCRIPTIONS

SURVEY POSITION #1: CHIEF EXECUTIVE OFFICER

Accountable, under the direction of the Board of Directors, for the management of the company's total business performance. Provides overall leadership and direction to the development of policies and objectives, and assures effectuation of policies throughout the company. Reviews the operational and financial progress of the company and divisions to assure achievement of goals and objectives. Provides general direction to merchandising, store operations and staff activities. Makes decisions of major importance on matters where the interest or objective of more than one operating unit is involved. Assures that efficient organization practices, including adequate manpower forecasting and planning, are followed throughout the company. Assures capable management succession by proper recruitment and development. Conducts corporate strategic planning that assures targets are determined for continued growth and profitability. Reviews and effectively recommends to the Board salaries, appointments, retirements, etc., for officers. Responsible for establishing and maintaining relations with stockholders, the financial community, government agencies, suppliers and customers.

SURVEY POSITION #2: CHIEF OPERATING OFFICER

Provides overall direction and control to achieve the volume and operating profit goals of the company profit centers. Makes recommendations to the Chief Executive Officer on company policies, objectives and plans. Oversees the management of all company retail store operations, company-wide merchandising and procurement, manufacturing, distribution, and wholesale operations. Responsible for the attainment of projected sales, gross profit margins, expense control, and operating profit.

SURVEY POSITION #3: CHIEF FINANCIAL OFFICER

Develops and implements policies, plans and programs necessary for the effective management of the company's financial affairs. Directs the treasury, accounting, financial planning and insurance functions for the corporation. Initiates and coordinates necessary and appropriate accounting policies and procedures for all business units. Maintains corporate funds and cash management program. Directs preparation of all corporate financial reports and budgets. Provides financial counsel to the Chief Executive Officer on major business decisions.

SURVEY POSITION #4: TOP OPERATING COMPANY EXECUTIVE

Accountable to a corporate Chief Executive Officer or group executive for the management of an autonomous operating company's or subsidiary's total business performance. Provides overall leadership and direction to the development of operating policies and objectives. Reviews the operational and financial progress of the company to assure achievement of goals and objectives. Provides general direction to merchandising, store operations and staff activities. Assures efficient organization practices, including management recruiting, employment and development. Prepares and recommends to corporate management strategic plans and objectives for continued growth, profitability and capital investments.

SURVEY POSITION #5: TOP LEGAL EXECUTIVE

Provides legal counsel and guidance in ordinary and special activities of the corporation to insure maximum protection of corporate legal rights. Assures Chief Executive Officer that corporate and divisional businesses operate within the limits of prescribed law. Directs defense and/or prosecution in suits or claims involving the corporation, subsidiaries, operating companies or divisions. Supervises the preparation of legal forms, reports, statements, etc., related to federal and state filings and regulations.

SURVEY POSITION #6: CONTROLLER

Directs the corporate or operating company accounting function. Recommends accounting policies and procedures. Oversees the preparation and interpretation of accounting reports, forecasts, budgets, expenses, and operating results. Consolidates financial data in periodic (i.e., monthly, quarterly, etc.) reports on operations. Develops and maintains financial procedures covering the company's inventories. Works with the company's independent auditors on annual financial audit. Prepares annual financial statements for corporate management review. Typically, this position reports to the Chief Financial Officer. (If Controller is Chief Financial Officer, report data under Survey Position #3.)

SURVEY POSITION #7: TOP AUDIT EXECUTIVE

Responsible for the verification of internal accounting, statistical and general corporate records. Determines the reliability and effectiveness of financial managment control systems and implements new systems to assure compliance with corporate accounting's systems, procedures and methods. Responsible for legal compliance and the detection and prevention of fraud. May be the company representative to outside agencies, if necessary.

SURVEY POSITION #8: TOP DATA PROCESSING EXECUTIVE

Directs the data processing function of the corporation or operating company. Analyzes management needs regarding information retrieval, data control and expanded use of computer and data processing equipment in company operations. Provides advice and counsel to management concerning the application of computer techniques to business requirements. Evaluates and oversees divisional/regional data processing operations. Recommends the location, type, size and equipment for data processing installations in divisional/regional organizations. Audits EDP systems and operations within divisional organizations. Maintains contact with professional associations, hardware/software companies, etc., and recommends to management new computer equipment and applications to improve business operations.

SURVEY POSITION #9: TOP PERSONNEL EXECUTIVE (WITH LABOR RELATIONS)

Develops, recommends and implements personnel policies and procedures for the corporation or operating company. Manages personnel function, including employment, compensation, benefits, training, labor relations, and safety/health services. Assures the filling of present and future manpower requirements through the development and implementation of effective recruiting methods and selection techniques. Responsible for the administration of a formalized compensation and benefits program. Oversees the effective negotiation of labor agreements with company unions. Coordinates promotions, transfers and employee placements between company and divisional profit centers. Interprets personnel policy through bulletins, letters and manuals. Advises executives and managers regarding specific personnel problems. Represents the company at meetings of various community organizations and professional groups.

SURVEY POSITION #10: TOP PERSONNEL EXECUTIVE (WITHOUT LABOR RELATIONS)

Develops, recommends and implements personnel policies and procedures for the corporation or operating company. Manages personnel function, including employment, compensation, benefits, training, safety and health services. Assures the filling of present and future manpower requirements through the development and implementation of effective recruiting methods and selection techniques. Responsible for the administration of a formalized compensation and benefits program. Interprets personnel policy through bulletins, letters and manuals. Advises executives and managers regarding specific personnel problems. Represents the company at meetings of various community organizations and professional groups.

SURVEY POSITION #11: TOP LABOR RELATIONS EXECUTIVE

Directs the effective negotiation of labor agreements and performs other labor relations activities, including major grievances, mediation, arbitration and N.L.R.B. matters. Projects labor costs from pending and new labor agreements. Interprets and communicates language of new labor agreement to managers and supervisors.

SURVEY POSITION #12: TRAINING AND MANAGEMENT DEVELOPMENT EXECUTIVE

Analyzes management development and training needs. Develops, organizes, implements, and may conduct all training and development programs to improve skills, knowledge and performance of staff and store level personnel. May conduct orientation programs for new and newly-promoted employees. Recommends and implements educational and career development opportunities.

SURVEY POSITION #13: TOP DISTRIBUTION EXECUTIVE

Develops and recommends objectives, policies and procedures for managing the corporation's or operating company's warehouse and transportation operations, including incoming freight handling, storage, and outgoing deliveries of merchandise to stores. Directs and controls the planning of physical facilities, including buildings, warehouse equipment, trucks and automotive equipment. Directs purchase of all warehouse and delivery equipment. Audits and recommends warehousing and transportation operational methods to ensure maximum efficiency of product movement.

SURVEY POSITION #14: TOP CONSTRUCTION AND MAINTENANCE EXECUTIVE (WITH REAL ESTATE)

Directs and controls the corporation's or operating company's real estate, construction, and maintenance functions. Oversees site selection, lease arrangements, and purchase/sale of real property; supervises new and remodeled store construction, including architectural design, construction contract awards, and control of construction costs; provides equipment planning and layout services for stores, warehouses, and other facilities. Assists in the purchase of store and warehouse equipment and fixtures. Oversees the maintenance and repair of equipment and fixtures.

SURVEY POSITION #15: TOP CONSTRUCTION AND MAINTENANCE EXECUTIVE (WITHOUT REAL ESTATE)

Directs the corporation's or operating company's new and remodeled store construction, including architectural design, construction contract awards, and control of construction costs. Provides equipment planning and layout services for stores, warehouses, and other facilities; assists in the purchase of store and warehouse equipment and fixtures. Oversees the maintenance and repair of equipment and fixtures.

SURVEY POSITION #16: TOP REAL ESTATE EXECUTIVE

Directs and controls the corporation's or operating company's real estate function. Responsible for new store site evaluation and acquisition, leasing arrangements for stores, warehouses and other facilities. Negotiates the purchase and sale of real property. Approves real estate documents and taxes. Maintains contacts with real estate brokers, building development firms, and state, county and governmental agencies.

SURVEY POSITION #17: TOP SECURITY/LOSS PREVENTION EXECUTIVE

Establishes and enforces security policies and procedures designed to protect company property and merchandise. Directs and controls programs to prevent losses due to theft, vandalism, and fire. Supervises security department, including guard force. Works with law enforcement agencies on investigations or irregularities connected with security of company property and merchandise.

SURVEY POSITION #18: TOP SANITATION EXECUTIVE

Directs the corporation's or operating company's sanitation program. Develops and recommends sanitation policies, procedures and programs. Coordinates efforts to ensure compliance with federal, state and local sanitation requirements.

SURVEY POSITION #19: TOP MERCHANDISING AND PROCUREMENT EXECUTIVE

Directs the corporation's or operating company's merchandising, buying, pricing, advertising and service programs. Oversees and controls merchandising strategies for grocery, meat, produce, frozen food, dairy, and nonfood products. Oversees and controls product procurement.

SURVEY POSITION #20: TOP ADVERTISING EXECUTIVE

Develops and recommends the corporation's or operating company's advertising objectives, policies and plans. Oversees the creation and placement of advertisements; i.e., T.V., radio and newspaper advertising. Works with outside agencies on preparation of advertising campaigns.

SURVEY POSITION #21: TOP GROCERY OPERATIONS EXECUTIVE

Plans and directs the corporation's or operating company's grocery merchandising program in accordance with the firm's overall merchandising policies. Plans and develops, with store operations, merchandising assortments, buying programs and in-store presentations which will result in achievement of targeted grocery sales, profit and turnover. Directs and controls all grocery buying and pricing. Directs and controls product selection, promotion and advertising plans. Develops financial forecasts for grocery sales and profits.

SURVEY POSITION #22: TOP MEAT OPERATIONS EXECUTIVE

Plans and directs the corporation's or operating company's meat merchandising program (including deli) in accordance with the firm's overall merchandising policies. Plans and develops merchandising assortments, buying programs and in-store presentations which will result in achievement of targeted meat sales, profit and turnover. Directs and controls all meat buying and pricing. Directs and controls meat selection, promotion and advertising plans. Develops financial forecasts for meat sales and profits.

SURVEY POSITION #23: TOP PRODUCE OPERATIONS EXECUTIVE

Plans and directs the corporation's or operating company's produce merchandising program in accordance with the firm's overall merchandising policies. Plans and develops merchandising assortments, buying programs and in-store presentations which will result in achievement of targeted produce sales, profits and turnover. Directs and controls all produce buying and pricing. Directs and controls produce selection, promotion and advertising plans. Develops financial forecasts for produce sales and profits.

SURVEY POSITION #24: TOP GENERAL MERCHANDISE/NONFOOD OPERATIONS EXECUTIVE

Plans and directs the corporation's or operating company's nonfood merchandising programs in accordance with the firm's overall merchandising policies. Plans and develops nonfood merchandising assortments, buying programs and in-store presentations which will result in achievement of targeted nonfood sales, profit and turnover. Directs and controls all nonfood buying and pricing. Directs and controls nonfood product selection, promotion and advertising plans. Develops financial forecasts for nonfood sales and profits.

SURVEY POSITION #25: GROCERY MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SURVEY POSITION #26: MEAT MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SURVEY POSITION #27: PRODUCE MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SURVEY POSITION #28: FROZEN FOODS MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SURVEY POSITION #29: DAIRY MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SURVEY POSITION #30: NONFOOD MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SURVEY POSITION #31: DELI MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SURVEY POSITION #32: BAKERY MERCHANDISER

Responsible for carrying out merchandising programs for assigned products among an assigned number of stores. Determines the type of items, quality, grades and brands. Recommends retail prices as appropriate. Coordinates the purchase of products to ensure an appropriate assortment to achieve sales and profit objectives. Develops shelf allocation and spacing programs, product promotions, and point-of-purchase display programs.

SURVEY POSITION #33: GROCERY BUYER (HIGHEST NONSUPERVISORY POSITION)

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SURVEY POSITION #34: MEAT BUYER (HIGHEST NONSUPERVISORY POSITION)

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SURVEY POSITION #35: PRODUCE BUYER (HIGHEST NONSUPERVISORY POSITION)

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SURVEY POSITION #36: FROZEN FOODS BUYER (HIGHEST NONSUPERVISORY POSITION)

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SURVEY POSITION #37: DAIRY BUYER (HIGHEST NONSUPERVISORY POSITION)

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SURVEY POSITION #38: NONFOOD BUYER (HIGHEST NONSUPERVISORY POSITION)

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SURVEY POSITION #39: DELI BUYER

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SURVEY POSITION #40: BAKERY BUYER

Responsible for procurement and buying activities of assigned products. Selects reliable sources of supply, places or supervises the placement of orders, and arranges for the routing of shipments. Reviews and recommends new products, quality, grades and the number of items carried. Responsible for size of product inventory and rate of turnover. Assists in the training of less experienced exempt buyers.

SURVEY POSITION #41: TOP STORE OPERATIONS EXECUTIVE

Develops and directs policies, plans and programs to achieve the profitable operation of all corporate or operating company stores. Oversees the attainment of projected sales, gross profit margins, and the control of all store expenses while maintaining proper customer service. Assures that the firm's merchandising programs are adhered to and uniformly carried out in all stores.

SURVEY POSITION #42: TOP STORE MAINTENANCE EXECUTIVE

Directs the corporation's or operating company's store engineering and maintenance activities. Works with architectural firms to develop construction specifications for store remodeling and repair. Provides store equipment planning and layout services. Assists in the purchase of store equipment and fixtures.

SURVEY POSITION #43: DIVISION GENERAL MANAGER

Responsible for the profitable operation of a division or geographic region of the corporation or operating company. Develops sales and profit objectives and forecasts, operating and capital expenditure budgets, and objectives for assigned stores and facilities. Oversees merchandising, store operations and staff activities. Reviews buying and merchandising programs to insure maximum profitability and continuity with the company's overall strategy. Reviews operating results of stores against sales and profit targets. Directs staff activities in support of division programs and financial objectives. Provides specific limitations of authority for all subordinates regarding contractual commitments, expenditures and personnel decisions. Continually reviews and reports to top management the division's performance with respect to market share, operating results, capital requirements, etc.

SURVEY POSITION #44: SCANNING COORDINATOR

Recommends, coordinates and implements software programs and systems to enhance performance of electronic front-end equipment. Has staff responsibility for the coordination of scanning systems throughout the division/company. Assists in the installation of electronic equipment and the training of store personnel in all aspects of scanning, including the development of store price files, preparation and maintenance of operating manuals, and specifications of electronic front-end equipment.

SURVEY POSITION #45: DISTRICT MANAGER

Responsible for the management and profitable operation of all stores in assigned district. Directs store managers to achieve maximum sales and profits from each store. Plans and directs store operating activities necessary to assure conformity with established sales and merchandising programs. Forecasts store sales, expenses, and operating profits. Keeps abreast of competitive activities in assigned geographic area.

SURVEY POSITION #46: STORE MANAGER

Responsible for managing the entire activity of an individual retail food store. Insures profitable operation of all departments in the store. Implements company merchandising and inventory programs. Schedules work loads, hires and trains store personnel, and resolves all store personnel problems.

SURVEY POSITION #47: ASSISTANT/CO-STORE MANAGER

Responsible for managing the activity of an individual retail store in conjunction with, or in absence of, Store Manager. Insures profitable operation of all departments in the store. Implements company merchandising and inventory programs. Schedules work loads, hires and trains store personnel, and resolves all store personnel problems. Has total responsibility for store operations when Store Manager is absent. May be a training position.

SURVEY POSITION #48: MEAT DEPARTMENT MANAGER

Directs and controls the operation of the store's meat department. Supervises department personnel. Participates in determining quality and quantities of merchandise. Orders merchandise and supplies. Receives and displays stock.

SURVEY POSITION #49: WAREHOUSE MANAGER WITH TRANSPORTATION

Responsible for the efficient, economical, and safe operation of a company's or division's warehouse facility. Directs the inventory, sanitation, and maintenance functions at the warehouse. Has responsibility for all transportation activities.

SURVEY POSITION #50: WAREHOUSE MANAGER WITHOUT TRANSPORTATION

Responsibility for the efficient, economical, and safe operation of a company's or division's warehouse facility. Directs the inventory, sanitation, and maintenance functions at the warehouse.

SURVEY POSITION #51: TOP DRUG EXECUTIVE

Provides overall direction and control of the company's drug retail centers, including prescription and nonprescription pharmaceuticals. Develops basic objectives, policies and operating plans, including merchandising, product selection and procurement and personnel development. Responsible for the growth and profitability of the drug line.

SURVEY POSITION #52: TOP DRUG MERCHANDISING EXECUTIVE

Plans and directs the company's merchandising, buying, pricing, product selection, promotion, and advertising programs for prescription and over-the-counter drugs in accordance with the firm's overall merchandising policies.

SURVEY POSITION #53: PHARMACY MANAGER

Responsible for the management and operation of the store's pharmacy department, including prescriptions, inventory control, customer and employee relations, compliance with regulatory agencies and company policies. Must be a registered pharmacist. May be considered to be the assistant store manager.

SURVEY POSITION #54: PHARMACIST

Responsible for the efficient, ethical and lawful compounding and dispensing of prescription pharmaceuticals. Advises customers on the use and storage of prescription and non-prescription drugs. Orders and maintains supply of drugs, chemicals, and other pharmaceutical stock.

SURVEY POSITION #55: TOP CONSUMER AFFAIRS EXECUTIVE

Directs the company's consumer affairs and customer relations function. Serves as a liaison between management and consumer and represents the interests and objectives of consumers with respect to company products, services and programs. Provides counsel to advertising and public relations programs. May direct consumer research activities. May coordinate company efforts to anticipate and satisfy governmental standards and regulations.

SURVEY POSITION #56: DIRECTOR OF CONSUMER AFFAIRS

Directs the consumer affairs and customer relations function at the division level or assists the Top Consumer Affairs Executive at the corporate level. Develops programs to aid the consumer in acquiring and using information regarding the company's products and services. Represents the company to the media and various organizations. May provide counsel to advertising and public relations programs.

SURVEY POSITION #57: CONSUMER AFFAIRS REPRESENTATIVE/HOME ECONOMIST

Responsible for the consumer affairs and public relations function at the store level. Serves as a liaison between the company and the consumer. Develops and maintains in-store consumer information center. Conducts store tours and speaks at designated functions. May prepare material for promotional and advertising programs. May test new recipes or products.

FOOD MARKETING INSTITUTE

1750 K Street, NW Washington, DC 20006
202/452-8444 TELEX:892722 FMI USA WSH